

This Page Is Inserted by IFW Operations
and is not a part of the Official Record

BEST AVAILABLE IMAGES

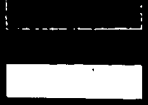
Defective images within this document are accurate representations of the original documents submitted by the applicant.

Defects in the images may include (but are not limited to):

- BLACK BORDERS
- TEXT CUT OFF AT TOP, BOTTOM OR SIDES
- FADED TEXT
- ILLEGIBLE TEXT
- SKEWED/SLANTED IMAGES
- COLORED PHOTOS
- BLACK OR VERY BLACK AND WHITE DARK PHOTOS
- GRAY SCALE DOCUMENTS

IMAGES ARE BEST AVAILABLE COPY.

**As rescanning documents *will not* correct images,
please do not report the images to the
Image Problem Mailbox.**



Marketing on the Net 2000



Volume 3 of 4

ABLE CO



Idenlet 98 - International Data Exchange Access Network



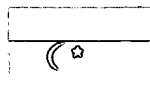
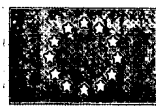
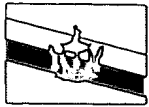


Table of Contents

Volume 1

- 1. Patent Application.....1-30
- 2. Research & Technology.....31-436

Volume 2

- 3. Miami (MCIV) Correspondence.....437-775

Volume 3

- 4. Embassies & Foreign Missions.....776-824
- 5. National (NCIV) & Core Agencies.....825-955
- 6. US Information Agency Programs.....956-1133

Volume 4

- 7. USIA, USAID, SBA & Related Contracts...1134-1340
- 8. USIA Computer Software R.F.P.1341-1450
- 9. USAID Fellowship Application.....1451-1478
- 10. Provisional Patent Application.....1479-1496

IdeaNet98 - International Data Exchange Network, Small Business Entity. This application claims the benefits of US Provisional Application No. 115,343 filed on 01/06/99.

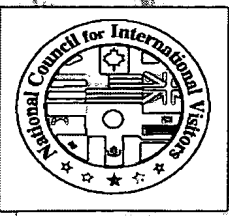
- ♦ The file of this patent contains at least one drawing executed in color. Copies of this patent with color drawing(s) will be provided by the US Patent and Trademark Office upon payment of the necessary fee.
- ♦ © 1997-2000 Terry Hammes, Hammes Advertising Inc. All Rights Reserved

United States Information Agency's National Council for International Visitors

IdeaNet 98 - International Data Exchange Access Network

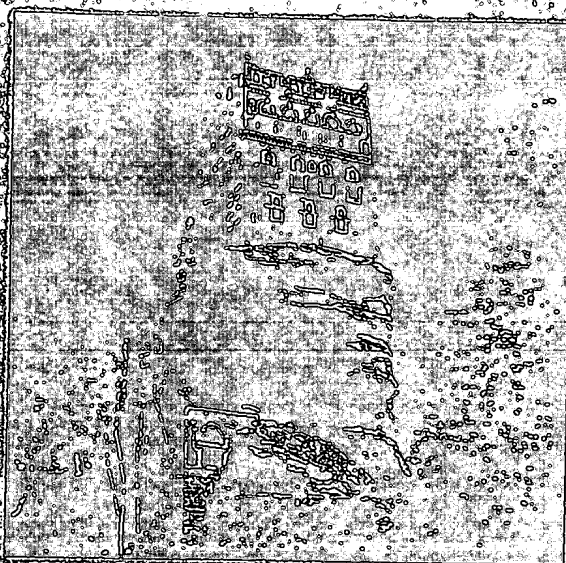
International Data Exchange Network, Patent Pending 60/115,345

© 1997-2000 by Terry Hammes, Hammes Advertising Inc. All Rights Reserved.



REPUBLIC OF YEMEN

An Emerging Economy
with Rich History



For information:
Raisat Abi-Rass, Counselor
Embassy of Yemen
2600 Virginia Ave. NW, Suite 705, Washington, DC
Tel (202) 337-4760, Fax (202) 337-2017

An overview of the Ancient History of Yemen

Yemen's ancient times were characterized by dynamism development and creativity. The Yemeni civilization of bygone centuries was quite distinguished and well known among many other contemporary civilizations. It had a great status in relation to the ancient civilizations of northern Arabia, Egypt, Greece and many others. Yemen is considered the source and origin of the Arabs. Through successive migration waves, the Arabs left Yemen and settled in many of the regions of what is now known as the Arab World.

At the beginning of the spread of Islam and later on during the era of the powerful Islamic reign the people of Yemen were in the forefront of the Muslims who actively participated in spreading the message of Islam and defending its state.

We are glad to shed some light on several important aspects of the civilization of Yemen. What follows is a review of some researches and articles published in books or in specialist magazines. This is only a brief view of the long and diverse history of ancient Yemen. Tens of books, researches and articles were and are still being published about the bright and fascinating history of Yemen.

WHAT DO YOU KNOW ABOUT YEMEN'S

Location and Area.
Map of Yemen
Population and Density.
Physical Divisions.
Mountainous Regions.

Plateau Regions.
Coastal Regions.
Ar-Rub Al-Khali.
Islands.

Selected statistical and Demographic Indicators:

Location and Area

The Republic of Yemen is located on the southwest corner of the Arabian Peninsula, between latitudes 12-20 north of the equator, and longitudes 14-54 east of Greenwich. The total area is 555.000 km excluding Ar-Rub-al-khali. The country is bordered by Saudi Arabia in the north, the Arabian Sea and the Gulf of Aden in the south, Oman in the east. The strait of Bab-al-Mandab, situated in the southwest corner of the Arabian Peninsula, is divided into two

parts by Yemeni Island of Mayoon (Perim). The strait of Bab-Al-Mandab controls the strategic entrance of the Red Sea.

Socatra Island in the Arabian Sea is the biggest Yemeni island, and is Located 501 km away from the coast and its area is 3650 km. Besides Socatra, more than 112 Yemeni islands are scattered in the Red Sea, the largest of which are Kamaran, Great Hunaish, Little Hunaish, Zuqqr, Azubeir and Jabel Tair.

Population and Density

The resident population of the Republic of Yemen is 14,561,330 according to 1994 census Preliminary Results.

This population is distributed among 17 governorates and Sana'a City. Although, the population density per Km. Varies from one Governorate to another, the general population density for the Republic is 28 persons per KM

Physical Divisions

Topographically, Yemen could be divided into five regions, mountainous, plateaus, coastal, Ar Rub-Al Khali and islands.

A- Mountainous Regions :

Mountains in Yemen were formed of lava, which resulted from the crack following the famous African faulting which took place along the North-South Red Sea axis and the West-East Gulf of Aden axis. Such faulting has consequently led to the formation of both, the Red Sea and the Gulf of Aden, in what appears to be an 'L' shape.

Geologically, the mountainous region consists of volcanic rocks which rise between 1000 and 3600m above sea level. The highest peak is Prophet Shouaib Mountain which is 3666m the highest peak in the Arabian Peninsula and Levant Region. Rain from these mountains run East-West into the Red Sea. There are many valleys, the most important of which are:

- ñ Zabeid, which flows into the Red Sea.
 - ñ Wadi Tuban, Wadi Khub, Wadi Sad, Wadi Idhuah and Wadi Al-Jawf which downpours eastward.
 - ñ Wadis Such as Hareeb, Ramah and Shuath that run East and North East.
- High dams and terraces are necessary for irrigating vast agricultural areas. The Major Tablelands are:

Sa' ada Albon, Beihaan (in Shabwah,) Iwah (in Hadramout) and Shuaith (in al-Mahrah).

B-Plateau Regions:

To the East and the North of and parallel to the mountainous regions are the plateau regions. Towards Ar-Rub Al - khali, these regions become wider, after which they gradually slope down to reach a maximum elevation of 1,000 m.

Coastal Region:

Coastal regions include lands along the Red Sea , and stretch from the Oman border southwest to Bab Al-Mandab, and finally extend northward to

These include Sa' adda, Al-Jawf, Shabwah, Hadramout and Al-Mahrah territories which finally border Ar-Rub Al-Khali from the Eastern side.

the border with Saudi Arabia. The length of the coastal regions is about 2,000 km, and the width is from 30-60 km.

Ar-Rub Al-Khali :

The empty quarter forms part of to desert regions of Yemen. The commonest desert vegetation includes some needle plants, such as Kuthib, Zeiza, Mawrer, etc. Some flat lands such as Al-Kharita and Maateeffiats and others are also scattered there. The seasonal wadis (Oasis)

constitute a suitable habitat for animal-rearing and nomadic settlement. Through various historical periods, Ar-Rub Al-Khali was given a number of names, namely Al-Ragrag Sea, Al-Safi Sea, Great Yemeni desert, Ahkaf Desert.

Yemeni Islands :

Having their own distinctive climatical, environmental, geographical and natural characteristics, these islands are scattered in the Red Sea and the Aabian Sea. Most of them are situated in the Red Sea in a parallel fashion to the coastal land. Kamaran is considered the major and biggest inhabited island; It is located close to the straits of Bab Al-Mandab; Thus it is of strategic importance. Kamaran has few land animals. Mayoon (Perim) Island, is also located in the strait of Bab Al-Mandab, and has strategic importance. The islands in the Arabian Sea are more closely located. Socotra is the biggest; it

is famous for its unique trees which are significant for their medical and economic values. A number of other small islands are found close to Socotra, among which is Abdul-Kori Island, And Al-Akhaween (Samha and Darsa) Island are considered to be the major ones.

SELECTED STATISTICAL & DEMOGRAPHIC INDICATORS

CAPITAL OF THE REPUBLIC OF YEMEN -SANA'A
ECO. & COMMERCIAL CAPITAL: - ADEN

SELECTED STATISTICAL & DEMOGRAPHIC INDICATORS

CAPITAL OF THE REPUBLIC OF YEMEN -SANA'A

ADMINISTRATIVE DIVISIONS:

17 GOVER + SANAA CITY

AREA IN SQ KM.

555,000

(Excluding the Empty Quarter)

PHYSICAL FEATURES- TOPOGRAPHY:

Sandy coastal strip, mountainous layers.

CLIMATE : Desert hot, & humid on the coastal strip moderate on the mountains.

POPULATION DENSITY : 28 Per sq Km

Demographic Indicators According to 1994 Census.

Total Resident Population	14,587.807
Male Population	7,473,540
Female Population	7,114,267
Urban Resident Population	3,423,518
Urban Male Population	1,856,602
Urban Female Population	1,856,602
Percent Population (Urban)	23.47 %
Population Doubling Time (Years)	18.9
Annual Population Growth Rate	3.7 %
Resident Population(% of total)	92.14 %
Population Outside of Country (% of total)	4.74 %
Un-Enumerated Pop. for Tech. & Soc. Reasons	3.12 %
Average Number of Members at HH (res.pop)	6.74
Average Number of Housholds at H/unit	0.98

AMERICAN EXPEDITION REDISCOVERS ROUTE OF FRANKINCENSE TRADE.

By: John Noble Wilford*

Exploring the remote back country of Yemen, over hills and through wadis, a party of archaeologists last month came upon ruins and monuments from the time when frankincense and myrrh were among the world's most coveted commodities. Here were lithic memories of a happily prosperous epoch in the land known to the Romans as Arabia Felix.

In the 10th century B.C., the biblical Queen of Sheba is supposed to have ruled in golden splendor over this land on the southern rim of the Arabian Peninsula. For several hundred years before and after the birth of Christ, it was a major emporium of the ancient world. Spices and textiles arrived by ship from India, silk from China and gold and ostrich feathers from Ethiopia. These goods were then packed off by camel caravan to Egypt and Persia, to Palmyra in Syria and, often as not on to Rome.

Nothing in the shipments was more prized than the two locally grown gum-resin products, frankincense and myrrh. Myrrh was an ingredient of cosmetics and perfumes, a social kindness in cultures unaccustomed to daily bathing, and was applied medicinally in poultices and ointments. Egyptians used frankincense in embalming, and the pharaohs believed that burning it allowed them to commune with the gods.

Nearly everywhere it was part of religious ceremonies and cremations. At the funeral of Nero's wife, Pliny the Elder wrote an entire year's harvest of frankincense was burned.

The central role of Arabia Felix (roughly Happy Arabia) in the ancient incense trade had long been known in outline from historical accounts. But until now, archeologists have had few opportunities to investigate the incense-growing regions of this ancient land, which included present-day Yemen and part of Oman.

Five years ago, a team of American and British explorers found in southern Oman the ruins of two frankincense trading centers that had appeared on the maps of Claudius Ptolemy, the

Alexandrian geographer of the second century A.D. One of them is possibly the legendary lost city of Ubar. The team's more recent excavations uncovered a previously unknown pattern of sites associated with the Roman Empire.

A new expedition by George R. Hedges, a Los Angeles lawyer with a background in archeology, returned last week from an extensive reconnaissance in trucks across the border into the Mahara region of Yemen. Covering some 2,000 miles in three weeks, the team found the ruins of two limestone fortresses which are similar in design and construction to those in the incense region of Oman. They also came upon

distinctive stone monuments, called triliths, that appeared to mark caravan routes.

"No archeologists had ever been in this area," said Dr. Juris Zarins of Southwest Missouri state University in Springfield, who specializes in Arabian archaeology.

At several settlements, Dr. Zarins collected shards of pottery in a style corresponding to that found at frankincense sites in Oman. Mixed with the local pottery were pieces of red-painted ceramics from ancient Persia. This, he said, was further evidence that "a vast amount of the trade in incense in Roman times was really under the thumb of the Persians."

The Persian influence suggests a possible link between southern Arabia and the Magi who brought gifts of frankincense and myrrh, as well as gold, to the Christ child. Some biblical scholars think the Three Wise Men came from Persia. Or perhaps they were from Arabia Felix itself. In any event, their gifts probably originated there, and the fact that frankincense and myrrh were accorded a place with gold in the biblical account is no doubt a measure of the value of the substances to ancient people.

Others familiar with the history and archaeology of the ancient frankincense trade said the new findings appeared to contain no surprises. But for the expedition to be allowed in eastern

Yemen, they said, augured well for more intensive explorations in the future. Mr. Hedges is planning another expedition there in December to begin methodical excavations.

"What is perhaps most remarkable," Mr. Hedges said in an interview, "is that in this day and age, a region that held great significance and fascination for ancient people in as far-flung places as Rome, Greece and Persia is only now revealing itself, and only with great effort."

In addition to Mr. Hedges and Dr. Zarins, the principal members of the team were Dr. Ronald G. Blom, a geologist and specialist in space remote-sensing technology at the Jet Propulsion Laboratory in Pasadena, California; Dr. Geradina Santini, an archaeologist with the Oriental Institute of the University of Naples, and Nora Martinez, a botanist at the Huntington Botanical Gardens in San Marino, California.

The expedition was conducted under the auspices of the American Institute for Yemeni Studies, a consortium of American universities based in Sana'a, the capital of Yemen. One of the financial backers was the J.M. Kaplan Fund of New York.

The Mahra region of eastern Yemen had until recently been off-limits for Westerners. First, it had been controlled by the People's Democratic Republic of Yemen until 1987. Then civil war, now over, made it unsafe for anyone, much less foreign archaeologists.

As in the earlier explorations in the adjacent Dhofar region of Oman, the expedition ranged from the coast of the Gulf of Aden over rugged hills and across sparsely populated arid lands to the fringes of the Rub al-Khali, the forbidding empty Quarter that stretches over much of the Arabian interior. The team relied on maps by Ptolemy and photographs from Landsat spacecraft.

"We used Landsat pictures to identify sites we wanted to look at and also just to navigate from place to place," Dr. Blom said. "The regular maps of that part of the world are not the best."

"When we started off in the morning, we had no idea how far we would be able to get by nightfall, where we would be camping, whether there would be water... It was a rough trip, through terrain much like the Grand Canyon area of Arizona," Blom said.

Many of the sites they found were known to locals, but not to the outside world. A police colonel in Sayhut, where they first ventured into uncharted territory, told them about an "old fort" up a wadi outside town. That led to the first impressive find. The fort, Ghaydah al Kabir, was "a spitting image" of the fortress at Ubar," Zarins said, and pottery fragments there were identical to those found earlier. The team spent only a few hours there "because the identification was so immediate," Hedges said.

On a hill four miles out of town, they saw what they are calling the Fortress of Ghaydah al Kabir. It took only a cursory examination for Dr. Zarins to recognize that the site was almost identical to the trading centers found five years earlier at Shisur and Ain Humran, in southern Oman where Ptolemy said the "People of Ubar" lived. Within thick stone walls stood a central building, like a castle, and at the base of the hill were the traces of an ancient settlement and agricultural fields.

"Here, 400 to 500 kilometers (1240 to 300 miles) from Ubar were the identical people," he said. "It immediately proved our thesis" that there was a land route and that the Ubarites controlled a large section of eastern Yemen.

Pliny the Elder, in the first century A. D., reported that the frankincense region could be found by traveling a route from Shabwah, an ancient city in Arabia Felix that still exists, that was marked at stages by eight small fortresses or rest stations. The sites in Oman are presumably the last fortresses in the route, and now the archaeologists think they have found two of the intermediate fortresses.

They came upon the second fort on a plateau overlooking the Minar wadi, a valley with a dry stream reins, resembled in all important respects the other known sites. And pottery there dated the fort to the heyday of the frankincense trade, 200 B. C. to about A. D. 300.

Between the forts and elsewhere in the region, the archaeologists discovered more than 30 triliths. These lines of standing stones, three to a group and about three to five feet high, had previously been recognized as identifiable features of the trade routes. Studying the pattern of triliths on their course. Mr. Hedges said, the expedition confirmed that these are indeed route markers and that they probably convey

distances, locations of water sources and directions.

At this time, the expedition was traveling deep into what the Ptolemy map labels Myrrifera Regio, roughly translated as Myrrh country, "And so it is," Mr. Hedges said. "Along the track we saw large groves of myrrh trees some over 10 feet high.

Myrrh is a clear resin secreted by commiphora myrrh, trees with thick trunks and spiny branches with little green leaves. The resin, usually tapped twice a year, soon hardens to become a reddish or yellowish brown gum. On the way to his crucifixion, according to the Gospel of St. Mark, Jesus declined the offer of a drink of wine mixed with myrrh something that might have had a mild narcotic effect.

The expedition found few signs of frankincense in the region today; its principal source was probably not far away in the Qara Mountains, along the coast of Oman, where the monsoons of the Indian Ocean provide more moisture. Frankincense is the aromatic resin from bushy trees of the genus *Boswellia*, named for James Boswell, the biographer of Dr. Samuel Johnson.

At a Bedouin village, where they camped in the courtyard of a mosque, the archaeologists were told of a mysterious ancient site nearby. What they saw was a field of megaliths, 19 stones about 6 feet tall, arranged in a circle with a

circumference of about 250 feet. Beyond the ring lay ruins of small structures and a site where Late Stone Age people appeared to have made flint tools, and weapons.

Here were traces of a time long before Arabia Felix was a thriving, hub of ancient trade. But archaeologists are at a loss to explain the purpose of the megaliths, any more than they can be sure of the meaning, of Stonehenge in England. "When archaeologists can find no sign that people lived or died at a place," Dr. Zarins said "they are usually reduced to saying that it must have, some ceremonial purpose."

The decline of the civilization of Arabia Felix started in the fourth century A. D. For one thing the Romans had found out that most of the luxury goods, aside from incense, were actually coming from the east," as they and others learned to sail the monsoon winds, they could bypass, these Arabian middlemen.

Dr. Gus W. Beck, a former curator of Old World archeology at the Smithsonian Institution. Writing in 1969, said the collapse of the frankincense market was the most important reason for the decline. When Constantine proclaimed Christianity the state religion of the Roman

Empire in 323, simple burials replaced cremation and the elimination of funeral pyres cut heavily into the demand for frankincense.

ñ Article was printed in the New York Times, January 28, 1997.

The Guarantees of Our Democratic System.

The fledgling democratic system in Yemen is not the wish of the intellectual elite and the political leadership only. Democracy in Yemen has come out from the heart of the suffering, struggle and sacrifices endured by all Yemenis to end tyranny. The aims of the nation are to achieve people's participation in leading the country, protect and preserve human rights and public freedoms and to allow society to exploit its potential energies in order to move the country toward growth and development.

These popular aspirations were translated into an appropriate legal foundation for creating a democratic system. Political pluralism, free and fair elections and the separation between the state's various authorities represent the main pillars of this democratic system. We are pleased to present here an overall view of our political system. The most important issues here are public freedoms and the peaceful transference of authority which is based on democracy and political pluralism.

Here are summaries of the most important legislation's governing the Yemeni political system, these

include the constitution of the Republic of Yemen, the political parties and organizations law, the general elections law and the press and publications law.

Upcoming Elections

A nation on the move.
Table of registered voters.

UPCOMING ELECTIONS : A NATION ON THE MOVE.

The Republic of Yemen, after consolidating its unity is nowadays on the threshold of socio-economic metamorphosis.

The Yemeni economy will be one of the region's fastest growing economies in 1997. It will grow at a rate of 6.6 per cent in real terms this year. According to the Middle East Economic Digest (Jan. 10, 1997), in 1995 " Yemen recorded a current account surplus of \$182.7 million . Foreign exchange reserves increased between 1993 and 1995 by almost 300 per cent to \$561 million . The trade deficit in 1995 was a mere \$11 million. Exports will grow at a rate comparable to that of imports."

Politically, the country is gripped by the preparation for the forthcoming parliamentary elections scheduled for 27 April, 1997. Parties and political organizations, whose political platforms are as diverse as the landscape of the homeland of the Queen of Sheba, are competing for the 301 seats in parliament.

To organize such an immense endeavor, the Supremes Election Committee (S.E.C.) whose members are selected by parliament, is entrusted with this seemingly insurmountable task. Yet, the S.E.C. expeditiously segmented its work into phases.

Phase one: the main subject of this phase was presaged on July 1, 1996. And ended on December 31, 1996. For the purpose of consummating duties stipulated by article 11 of Election Law No.41, the S.E.C. formed an equal number of male and female committees. That is to say, one female and one male committee for every district.

Yemen, for election purposes, is divided into three hundred and one districts. Every district has a population of approximately 50,000 inhabitants. Thus, every district elects a representative to the parliament.

Besides updating the voter roster, i.e. registering those citizens who reached the voting age or had missed the chance to register the last time around, the main and branch committees were able to distribute over one million permanent voter cards to those who registered in the 1993 elections.

In any case, a total of 1,949,405 citizens were newly registered in 1996, out of which 826,171 were female voters. This compares favorably with 1993 election in which only 478,379 female voters were registered. Nonetheless, the combined total number of voters (for 1993 and 1996) is approximately 4,646,94.

Moreover, the committees formed in phase one also reregistered 72,000 voters, whose legal residence has changed. They also received complaints of irregularities. Naturally, in an emerging democracy and given the multiplicity of political parties and organizations, the main and branch committees received up to 80 complaints of registration irregularities .

The committees according to Election Law No.27, are authorized to investigate and rectify irregularities that might occur in the course of their work. Thus, main and branch committees dealt with the many complaints they received.

However, the Election Law in Yemen stipulates that in case complainants are not satisfied with the response of the main or branch committee in her/his district, the matter can be submitted to the primary

court in the district. Still, if there is no satisfactory answer from the district court, the case will be referred to the provincial court of appeals. Many, indeed, took the liberty to do exactly that.

The second phase of the election process will commence once complaints have been dealt with fairly and satisfactorily.

Yemen's economic reform

- ñ Progress of economic reform according to Prime Minister Abdulaziz Abdullghani.
- ñ Memorandum on economical and financial policies of the Government of Yemen.
- ñ Statement by the representative of the International Monetary Fund.
- ñ Yemen comes back from the brink (a report by MEED).

Progress of Economic Reform Program.

In a press conference held on Sunday 19 January, the Prime Minister, Mr. Abdulaziz Abdullghani emphasized the good and continuous progress of the economic reform program being implemented in Yemen. Among many recent accomplishments stated by the Prime Minister, the recent signing of the US\$ 4.5 billion gas deal comes as a crowning achievement of the healthy performance of the Yemeni economy. The deal was signed by the Ministry of Petroleum and Mineral Resources, the American Hunt and Exxon companies, the Korean Yukong Group, and Total of France. According to Mr. Abdullghani, Yemen has announced its commitment to sections 2,3 and 4 of Article 8 of the IMF agreement which indicates the country's adherence to active economic policies.

The Government has submitted a comprehensive report detailing the results of its activities during 1996 regarding the advents of the economic, administrative and financial reforms program. During the last two months, the President, Lt Gen. Ali Abdullah Saleh, has inaugurated, and put the foundation stones of a number of projects totaling YR.58 billion which indicate the successes achieved by the Government.

The primary results of the final accounts of the states budget and general budget have shown that the deficit has decreased to less than 10% of its expected value (from YR. 25 billion to less than YR. 2 billion).

Regarding the unification of exchange rates, the Prime Minister indicated that the third phase of the reform program, which has started already, aims to unify exchange rates, abolish restrictions on external trade and adhere to Article 8 of the IMF agreement which allows for freedom of capital movement in and out of the country. The third phase also includes granting Yemen US\$ 1 billion over a period of 3 years. The original amount was set at US\$ 700 million, but it was raised in recognition of the excellent successes achieved by the Government.

The Prime Minister stressed that the Government will not raise the prices of any of the subsidized essential commodities.

Mr. Abdullghani proudly said that choosing President Ali Abdullah Saleh as productive personality of the year 1996 by more than 3 million people is an emphasis of the President's worthy deeds and great efforts. Under the leadership of President Ali Abdullah Saleh, many great achievements were realized such as petroleum discovery and production, building the Maarib dam and many other successful projects. The Prime Minister stressed the fact that the aims of the reform program are to stop deterioration, achieve stability, and improve the people's living standards.

Also, Mr. Abdulghani indicated that investments are on the increase due to the large number of incentives provided, such as bank financing, favorable interest rates and investments in treasury bills.

As for the relationship with the European union, the Prime Minister referred to the visit to Yemen of a high level delegation from the EU. After many deliberations with Yemeni officials, the delegation's members expressed their deep and excellent impressions, and promised more support for the reform program and more investments by the EU member states.

The Prime Minister rejected the rumors that about 35,000 government employees will be pensioned off or made redundant. He stressed that retirement procedures are done according to the law for those who reached retirement age.

According to Mr. Abdulghani, preparations are underway to hold a conference in Brussels in two months time for cooperation with Yemen and supporting its five-year plan and economic reforms.

The Prime Minister praised the success and development of Yemeni industry whose products are now being exported to regional and some European markets. Regarding the Indian Ocean Rim Countries, the Prime Minister announced Yemen's intentions to participate in the ministerial meeting of this organization to be held in Oman in March, 1997. He also indicated the strong historical and economic ties bringing together the countries overlooking the Indian Ocean.

In the area of administrative reform, the Prime Minister rejected allegations that not much progress has been achieved in this respect. He referred to the establishment of special attorney offices and courts to deal with financial embezzlements which have already handled over five hundred cases. Also, the internal structures and by-laws of 15 ministries have been changed. Many senior officials suspected of misappropriation have been re-assigned other jobs. The customs tariffs have been simplified from many bands to five bands only to prevent any form of corruption in this field.

The price controls of cement have been removed because of a multitude of complaints regarding the multiplicity of cement prices. Import licenses, which represented an area of corruption, were also eased.

On Yemen's dealings with the IMF, the Prime Minister refuted all allegations that this organization interferes in the country's internal affairs, or that the adopted policies will lead to a deterioration of internal conditions. He stressed that the reform program is a national one implemented with the help and cooperation of IMF and the World Bank, and that Yemen categorically rejects all attempts to harm its sovereignty and independence.

The Prime Minister emphasized the Government's commitment to supporting the national industry, and encouraging investments in this field. He also indicated the Government's endeavors to open up new markets for the Yemeni industry abroad.

Referring back to the budget deficit, Mr. Abdulghani expressed well founded hopes that the YR. 12 billion budget deficit estimated for 1997, will taper off to nil by the end of the year. He assured the media representatives that the present budget deficit is not significant compared to the overall budget value and the gross national income.

The Prime Minister also reviewed the budgetary allocations for the investment program which rose from YR. 42 billion in 1994 to YR.82 billion in the new budget.

Regarding the Aden Free Zone, the Prime Minister indicated that negotiations are underway about the "container" area in Al-Muaalah port which is part of the Free Zone project. The tender offers for dredging the sea in the port area will be reviewed soon. The dredging operations are crucial for enabling giant ships to dock at the port.

Memorandum on Economic and Financial Policies of the Government of Yemen

This memorandum sets out the medium-term framework for the government's growth oriented structural reform and adjustment program, covering the period 1996-2000. Presented to the International Monetary Fund (IMF) on March 5, 1996, the memorandum shows the Government's assessment is that its domestic efforts will require external support- including debt relief-in order to ensure the success of the program.

About the Memorandum.

An Introduction.

- The actions taken under the Government's reform.
- The deficit related to GDP.
- The medium - term adjustment goals.
- The Government's external sector strategy.
- The Government's economic and financial program for 1996.
- The 1996 budget objectives.
- The structural reform.
- Monetary policy and financial sector reforms.
- Balance of payments and external sector policies.
- The Pricing policy.
- Privatization and regulatory reform.
- Social protection during adjustment.
- Program financing.
- Program monitoring.

Introduction

1. After political unification in May 1990, Yemen's economy experienced exogenous conditions that complicated the task of economic management. The Gulf crisis of August 1990 and its political repercussions led to a significant reduction in external grant and loan disbursements, the return of over 700,000 expatriates which reduced remittance inflows, and, until recently, the disruption of regional trade relations, particularly the closure of export markets. During 1990-94, domestic political strains limited the ability of the government to respond to these changed external circumstances, and eventually culminated in an extended period of civil strife in 1994. As a result, the economy was also burdened with rehabilitation costs.

2. The reform program was launched against a background of unsatisfactory real income conditions and significant domestic and external financial imbalances. Over 1990-94, real non-oil GDP contracted, resulting in declining real per capita income and an increase in unemployment to over 30% of the labor force.

3. Under the Government's reform program, significant actions were taken in 1995. These include: (i) revenue mobilization through tax measures, depreciation of the customs valuation rate, the freeing up of cement prices, an increase of petroleum product prices on a weighed average basis by 90%, and an increase in electricity tariffs by 60%; (ii) the containment of primary non-development budget expenditures; (iii) partial reform of the exchange system entailing depreciation of the official

exchange rate; (iv) interest rate reform; (v) Central Bank monetary management reforms; (vi) deregulation of transportation prices and communications charges, and increase in health and education fees; and (vii) initiation of privatization programs.

4. Reflecting the tighter fiscal stance, both the 1995 overall cash deficit and domestic bank financing declined to 7% of GDP from 17% in 1994. The overall balance of payments deficit was lower than in 1994, but remained sizable at 11% of GDP, reflecting continued weak external financial inflows and large debt amortization obligations.

5. The Government is aware that, notwithstanding the measures implemented in 1995, growth prospects need to be strengthened, domestic financial imbalances need to be further reduced, and the balance of payments situation remains difficult.

6. The Government has established for the country a set of medium-term adjustment goals in a framework covering the period 1996-2000.

7. For the medium term, real non-oil GDP growth rate is targeted to rise steadily to more than 6% by 2000. To this end, the Government intends to pursue fundamental institutional and structural reforms and to maintain flexible pricing, interest rate, and exchange rate policies. The private sector is envisaged to play an expanding role in achieving the saving, investment, and non-oil growth objectives set out for the country in view of efficiency.

Oil production is forecast to remain steady since output from new fields will offset lower production from older fields. Also, contracts have been signed with foreign private oil companies for investments totaling US\$3 billion

over 1997-2000 and investments in gas for domestic distribution and liquefied natural gas (LNG) for export beginning in 2001.

8. The realization of the medium-term growth targets will require a steady increase in the investment to GDP ratio by 10 percentage points to 20% of GDP by 2000. Given the outlook for external capital inflows, achieving these investment goals will entail a steady increase in public sector savings through a sustained reduction in the overall fiscal deficit. Much of the fiscal adjustment would be achieved through a sustained reduction in primary non-development outlays. The projected small fiscal deficits are expected to be financed essentially from external sources, including project aid and exceptional financing.

9. Prospective reforms in the financial sector and the resulting improvement in financial intermediation are intended to help limit the decline in the private sector savings ratio. Given this partial offset of the increase in public sector savings by lower private sector savings, total domestic savings are projected to increase only moderately over the medium term. Until non-oil production and exports are sufficiently broadened, national saving would not be sufficient to cover rising domestic investment.

10. The Government's external sector strategy aims at: (i) normalization of payments relations with external creditors; (ii) lowering the debt and debt service burden through rescheduling and a prudent debt management policy; and (iii) maintaining a comfortable level of official foreign exchange reserves. The exceptional financing requirement, which is estimated to be US\$6.1 billion in 1996, would decline to about US\$0.8 billion in 1997.

Economic and Financial Program for 1996.

11. The Government has adopted for 1996 a comprehensive policy adjustment package encompassing a strong stabilization effort and a broad program of structural reforms. Within the package, priorities attach to: a further significant correction of the fiscal position through expenditure and revenue initiatives,

price corrections, start a civil service reform, and market-oriented public enterprise reforms; achieving positive real interest rates and implementing legal reforms to ensure the conditions for reintermediation; unification of exchange markets; tariff, trade, and customs administration reforms; policies aimed at

normalizing payments relations; reforms to further improve the environment for private sector investment and growth; and social safety net provisions for vulnerable groups.

12. Consistent with the medium-term macroeconomic framework, the 1996 program is directed at reducing inflation to 20% on average

Fiscal Policy

13. The 1996 budget has as its objectives to: further reduce the cash deficit; eliminate recourse to domestic bank financing given the expected availability of domestic non-bank resources; certain primary non-development outlays while allowing for an increase in development expenditure; and achieve durable improvements in the quality of public expenditure.

14. The full-year effect of the discretionary measures implemented during 1995 are expected to help domestic resource mobilization and the containment of expenditures. Also, oil revenues will be considerably larger due to the use of depreciated exchange rate and subsequently the unified rate for budget accounting. The Government stands ready to introduce on timely basis additional fiscal measures as may be necessary to ensure containment of the budget deficit to its targeted level.

15. Primary (non-interest) non-development expenditures are to be limited to 30% of GDP, and this objective will be assisted by price increases for subsidized commodities. The Government is also making efforts to strengthen the financial positions of public sector enterprises, reduce current budgetary transfers to these enterprises, contain their domestic bank borrowing to targeted levels, improve the monitoring of their financial positions, and provide for full accountability of public sector foreign exchange resources. The Government affirms that all central government expenditures are included in the budget and that no extrabudgetary expenditures will be incurred during the program period.

16. In view of the inflation rate of 55% recorded in 1995, provision has been made for a general

from 55% in 1995. With the budget as key policy instrument to ensure a successful stabilization effort, the fiscal deficit would be lowered to 2% of GDP (from 7% in 1995), and domestic bank borrowing would be eliminated. Successful adjustment would provide the basis for real non-oil growth of 3%, oil sector output is expected to steady.

public sector salary increase. Also, to reduce wage and foreign exchange costs while expanding employment opportunities for university graduates, the number of foreign teachers will be reduced by 25% (2500 staff) for the 1996/97 school year.

17. In line with the Government's objective to reduce the size of the public sector, as a first step, about 10,000 civil service employees who are beyond retirement age will be retired in 1996. The Government also intends to formulate a comprehensive civil service reform program with technical assistance from the World Bank. The primary goal of the reform would be to improve the quality of the civil service in part by allowing for adequate wage incentives for civil service employees, while steadily reducing the wage bill as a proportion of GDP.

18. The Government recognizes the need for revenue enhancements to achieve the targeted reduction in the 1996 budget deficit and sustain fiscal adjustment over the medium term.

19. The Government has begun to initiate a broad-based structural reform of the indirect and direct tax systems along the lines recommended by the IMF. The new taxes apply equally on domestically produced goods and their import counterparts. The Government believes that a broadening of the excise tax base will pave the way for the introduction of a general sales tax by mid-1997. The Government, with technical assistance from the International Monetary Fund and the World Bank, will undertake a comprehensive review of the investment incentive structure, including the incentives provided under the Investment Law.

20. In order to strengthen customs administration and improve import duty collections, the Government will begin implementing the recommendations provided by the Fund's Fiscal Affairs Department. Further rationalization of customs procedures will be carried out under the joint UNDP/IMF technical program.

21. Quarterly limits will be established on primary non-development expenditure authorizations of the Central Government. The budget's cash deficit of YR 21 billion in 1996 will be financed largely by net external receipts from loans, grants, and debt relief. Domestic financing will be limited to YR 1.6 billion which will be fully secured from nonbank sources. External financing (including grants) is programmed at YR 17.9 billion. Monetary policy and financial sector reforms

22. The program's monetary policy goals are: a significant reduction of inflation; establishing the conditions for reintermediation; and enhancing confidence in the currency in order to bring about increased inflows of remittances and private capital into the economy.

23. Consistent with the inflation-reduction goal and taking into account the excess liquidity of the banking system, the expansion of total broad money and rial broad money are programmed, respectively, at 15% and 14% - well below the projected nominal GDP growth.

24. In the area of interest rate policy the Central Bank implemented major reforms in 1995, and as a result, all deposit and loan rates are now freely determined.

In August, 1995, the Central Bank acted to strengthen monetary management along the lines recommended by the IMF by simplifying legal reserve requirements; unifying the reserve requirements for rial and foreign currency deposits; and mandating that bank excess reserve time deposits be converted to fixed maturities.

25. In order to reverse the unwillingness of banks to lend to the non-government sector, the Government will obtain the approval of the Supreme Judicial Council to establish separate courts dedicated to loan contract and commercial code enforcement-an approach successfully applied to customs tariff disputes.

26. The Government initiated treasury bill auctions in December 1995 in order to mobilize non bank financing for the budget from the private sector, broaden the availability of rial-denominated financial instruments, and facilitate monetary management tool to replace the present system of time deposits at the Central Bank for commercial bank excess reserves.

27. The Central Bank is in the process of strengthening prudential oversight to ensure that commercial banks will be in a position to deal with asset quality issues in the postre inter mediation period when a rapid growth of lending to the government sector is expected. In order to more closely regulate and monitor commercial bank's foreign currency exposure, the Central Bank will implement a prudential reporting system. To reverse the dolarization of the economy, the Central Bank has instructed the commercial and specialized banks not to grant any new foreign currency loans.

Balance of payments and external sector policies

28. The Government's exchange rate policy under the program entails exchange system unification and adoption of a floating rate regime in order to restore the market clearing role of the exchange rate and promote efficient markets and external competitiveness. The official rate of exchange applies only to budget accounting, transactions between the Ministry of Finance and the Central Bank, and customs valuations. All other transactions of the Central Bank are taking place at the floating parallel rate.

The law governing the operations of money changers has been amended to eliminate provisions inconsistent with full exchange market unification will be implemented by moving all government and Central Bank operations to the unified floating rate.

29. Under the floating system, exchange rate stability will be pursued through fiscal and monetary policies without resorting to

administrative controls. The appropriateness of the rate will be kept under review by using key indicators of external performance, such as the level of central bank gross foreign exchange reserves and the real effective exchange rate (REER).

30. The Government began to implement fundamental reforms of the trade and tariff systems in January 1996. The objectives are to strengthen Yemen's integration into the world economy and to scale back the regulatory framework in order to promote investment and sustainable economic growth.

The tariff reform replaced the previous 15-band structure and tariff range of 5,10,15, and 30%. The tariff reform reduced the import-weighted average tariff rate to less than 13%. In order to generate increased revenue, excise taxes have been applied to a number of products—largely certain transportation vehicles and luxury household furnishings (at 40%) and tobacco products (at higher rates). As with other excise taxes, the excise tax rates applied to these products are applied uniformly on imported and domestic products.

The structural reform

(I) Pricing Policies.

34. The Government's current policy toward price determination is to steadily move toward a system in which almost all prices would be market-determined in order to eliminate all explicit or implicit budget subsidies. While complete elimination of food subsidies would not be possible in the short term, the Government intends to end the food subsidy program within a five-year period beginning in 1996. As a first step toward the elimination of the subsidy, the base price for wheat and flour was increased by 150% in January 1996.

35. Domestic retail petroleum product prices were increased in January 1996. This raised the

31. The Government intends to pursue a prudent external debt servicing problems and reduce the debt burden, external short-term debt will not be incurred and non-concessional medium-or long-term external debt will be limited.

32. As the Government has been unable to fully discharge its external debt service obligations in the recent past, arrears have resulted. Assuming the availability of exceptional financing, the Government intends to eliminate all external debt service arrears through payments or through the rescheduling or restructuring of debt service obligations.

33. The Government will not: (a) impose or intensify exchange restrictions on payments and transfers on current international transactions; (b) introduce multiple currency practices; (c) conclude bilateral payments agreements that are inconsistent with Article VIII of the IMF's Articles of Agreement; or (d) impose import restrictions or intensify existing ones for balance of payments reasons.

cost of the domestic consumption basket by a further 84% in rial terms following the 90% increase implemented during 1995.

The weighted average electricity tariff was increased by 120% in line with higher costs entailed by the pass through of the increases in fuel oil and diesel prices, the general wage increase, inflation, and the depreciation of the exchange rate, moving the tariff to 44% of the indicative world price.

Water prices were also increased by 120% in January 1995 to prevent the emergence of a subsidy.

Privatization and regulatory reform.

36. The Government is committed to implementing an accelerated privatization program with technical assistance from the

World Bank. Regarding the public enterprise and entity sector generally, the Government believes that it is important to enhance its efficiency and

financial performance in order to reduce the need for current and capital transfers from the budget, and to increase the contributions to the budget. For these purposes, the Government intends to begin the process of shifting all enterprises and entities (apart from those providing basic social services and the public Electricity Corporation which require special treatment due to inadequate pricing) to a financially self-supporting basis by granting enterprises and entities pricing, hiring, and managerial autonomy.

Social protection during adjustment.

38. In order to ameliorate the potentially adverse short-term effects of adjustment on employment and the living standards of vulnerable groups, the Government intends to establish an effective social safety net. Since such an undertaking will take time, the government will in the interim adopt measures that could be implemented as part of the government's economic program.

Program financing

39. The need to ensure a level of imports that would be consistent with the growth target under the program, the weak outlook for medium-term world petroleum prices, the large amounts of accumulated external payments arrears, and external debt service falling due in 1996-together accounting for US\$ 6.2 billion - will require

37. In order to improve the regulatory framework affecting private investment, the Government intends in the near future under the World Bank and following the comprehensive incentive review to: eliminate investment licensing; amend the Investment Law to rationalize existing tax and import duty exemptions including those allowed to previously licensed investments; and restructure the General Investment Authority toward investment promotion.

These include: establishment of a social safety net fund for which YR 1. billion has been allocated in the 1996 budget and foreign donations will be sought; maintaining the current expenditure to GDP ratios for primary health care as well as primary and secondary education, and a civil work program.

significant external financing. A proportion of this financing will continue to come from multilateral project loans and disbursements of bilateral loans and grants. The Government has requested debt relief from the Paris Club and other official bilateral creditors

Program Monitoring.

40. The Central Bank will be responsible for coordinating program monitoring and reporting regularly to the IMF on program progress in terms of the performance criteria and indicative targets

41. To assist the observance of credit limits, the Government plans to ensure that Central Bank profits- largely attributable to government interest payments on account of past debt- will be expeditiously transferred to the Central Government (including any payments past due) in the form of quarterly advance payments of profits on a provisional basis.

42. The Government has already implemented most priority actions for the program. These include: (i) implementation of the 1996 budget consistent with agreed program targets; (ii) the price adjustments for wheat, flour, petroleum products, electricity and water; (iii) the depreciation of the official exchange rate to be used for the identified purposes for a short transitional period and adoption of a floating exchange rate regime for all other transactions; (iv) the agreed tariff and trade program (v) initiating sales of treasury bills to the nonbank private sector at market-determined prices; and

(vi) implementing agreed amendments to the law governing moneychangers.

43. The Government will consult periodically with the IMF, in accordance with the IMF's policies on such consultations, about the progress being made in the implementation of the program and about any

policy adaptations considered appropriate for achievement of the program's objectives.

Reviewing the program will focus on progress in macroeconomic stabilization, the operation of the exchange system, development in broad money expansion, and the transfer of all public enterprise account to the Central Bank.

YEMEN COMES BACK FROM THE BRINK

(The cover story of the Middle East Economic Digest magazine of Jan. 10, 1997)

Yemen has emerged from the doldrums of recent years and, as the economic Cinderella of the Middle East, is set to go from rags to comparative riches with one of the region's fastest-growing economies in 1997. This is the World Bank's forecast for Yemen, whose gross economic product (GDP) it estimates will grow at a rate of (6.6) per cent in real terms this year.

But Yemen's economic growth has not been achieved by the stroke of a magic wand. The upturn is the result of a five-year programme of economic reforms initiated in mid-1995, following the Sana'a government's reassertion of economic control after the 1994 civil war. The reforms gathered pace in 1996. The government began the year by removing all controls on the exchange rate. Which it had maintained since mid-1995 at \$1 = YR 50 three times higher than the free market rate. The new unified rate has remained remarkably stable since the flotation, and now stands at about \$1 = YR 130. Indeed the Central Bank reduced interest rates on deposits in December by 5 percentage points to 22 per cent, reversing an increase earlier in the year and suggesting that the currency may have achieved a degree of natural equilibrium.

The interest rate cut was also facilitated by a sharp fall in inflation, analysts say. IMF figures suggest that inflation had already fallen to about 9 per cent on an annualised basis by November, from almost 48 per cent at the beginning of the year. The World Bank predicts it will continue to fall this year to just 5.5 per cent. This has been achieved through the cessation of money creation, and the issuing of treasury bills (T-bills) as an alternative source of government

finance. As MEED went to press, the government was preparing to issue one-year T-bills for the first time.

The reforms have received widespread international recognition and reward. Only weeks after the reforms were announced in early 1996, a meeting of donor countries in The Hague agreed to provide a total of \$500 million in financial support for the year, of which \$350 million was intended to support the reform programme. At the end of the meeting, a statement was released both commending the measures already implemented, and drawing attention to the need for further steps to alleviate their impact on the population. Donors have since provided limited finance for a number of employment and training schemes. Talks are also understood to be underway for the establishment of a pilot social fund. Provisional figures suggest that the World Bank could contribute \$30 Million - 40 million, and the EU up to \$25 million.

In the meantime, international aid has continued to come in. The IMF agreed in early 1996 to a 15-month standby credit worth SDR 132 million (\$191 million), linked to a two-phase reform strategy. Shortly afterwards the World Bank agreed to lend the government \$80 million to support the reform of trade policy, privatization and the phasing out of price controls. This was followed up later in the year by the bank's decision to allocate the government loans worth \$365 million over a three-year period to 1999. The EU has pledged grants worth ECU 50 million (\$61.7 million) for 1996-97, including ECU 30 million (\$37 million) in project finance.

Further aid will depend on the government's commitment to continuing reforms, international confidence in this commitment is evident from the discussions understood to be underway between the government, the IMF and the World Bank for an extended structural adjustment facility (ESAF). An agreement is expected to be reached following the parliamentary elections due to take place in April. The government has also taken tentative steps towards beginning a credible privatization programs. Parliament began debating legislation in late 1996 aimed at merging the Housing, industry and Tourism Ministerial Committees into a single Higher Privatization Committee headed by Prime Minister Abdel-Aziz Abdel-Ghani.

It is not yet clear whether or not the international aid expected this year has been incorporated into the government's budget calculations. The figures have been affected by the exchange rate reforms, but still indicate a virtual culmination of the

deficit. Revenues will rise by 90 per cent to YR 301,000 million (\$2,315 million). Expenditure is also forecast to increase by 72.5 per cent to YR 313,000 million (\$2,107 million). Increased oil revenues were expected to deliver most of the projected 78 per cent increase in revenues in 1996, and the government is relying on further increase this year. It's share of oil production is set to rise by almost 9 percent in 1996 to 198,000 barrels a day, this is according to a report released by the Central Bank in mid December. Most of this will come from continuing production increase in the Jannah Concession operated by Hunt Oil company of the U.S. Yemen's total production currently stands at an estimated 505,000 bpd. figures have yet to be released for Yemen's total projected output in 1997, but the total value of crude oil exports in 1996 to the end of November reached \$797.2 million, with an increase of 2.2 per cent on the corresponding period of 1995.

It remains to be seen whether continuing growth in the oil and gas sector will fulfill the government's expectations. Parliament approved the government's five- year plan for 1996-2000 in late December. However, in doing so it made a number of recommendations drawn from a parliamentary committee's report which

criticized the government's forecasts as unrealistic. They include projections for average annual GDP growth of 7.2 per cent, and total investment over the five year period of YR 817,000 million (\$6,285 million).

The investment projections illustrate at once Yemen's dependence on foreign aid and the development of its gas reserves, the real benefits of which will not be felt until after the five-year plan has expired. Foreign investment in the oil and gas sector is expected to reach almost YR 390,000 million (\$3,000 million), of which 75 per cent will be directed to the liquefied natural gas (YNG) scheme alone. The second largest source of investment will be foreign aid, expected to provide YR 207 million (\$1,592 million). These figures dwarf investment of public revenues, due to account for a comparatively paltry YR 121,600 million (\$935 million). The remaining YR 100,000 million (\$770 million), is expected to come from the private sector.

Nonetheless, confidence in the government's ability to achieve some of its targets will be bolstered by the remarkable turnaround since 1993, a year in which the economy was reeling from the full impact of Yemen's criticism by its neighbors following its support for Iraq in the Gulf crisis of 1990-91. The current account deficit reached a peak of \$1,217 million, foreign exchange reserves sunk to a mere \$ 144.6 million, the trade balance swung into a massive \$920 million deficit, and transfers, consisting largely of remittances from Yemenis employed in the Gulf, shrank by 42 per cent between 1990 and 1993 to just \$1,093 million.

Yet, in just three years the economy has managed to drag itself back onto its feet. In 1995. Yemen recorded a current account surplus of \$182.7 million. Foreign exchange reserves increased between 1993 and 1995 by almost 300 per cent to \$56.1 million. The trade deficit in 1995 was a mere \$11 million, according to the IMF. World Bank estimates differ, but still show exports growing at a rate comparable to that of imports.

Yemen's debt burden is also manageable. Paris Club members recommended their respective governments to reschedule some \$100 million of Yemeni debt at a meeting in September. While

the amount itself is unlikely to make a significant difference to the government's finances, the recommendation has raised hopes that a rescheduling of Yemen's debts to the former Soviet Union may also be on the cards. These debts most of which are owed to Russia-account for an estimated 75 per cent of Yemen's total external debt.

Only remittances have been slow to pick up, with transfers just \$1.120 million in 1995. However, recent months have seen the beginnings of a reconciliation between Yemen and Saudi Arabia, with the signing of a security agreement and the resumption of talks aimed at resolving the two countries long-running border dispute. Indeed, Yemen's relations with its Gulf neighbors- with the exception of Kuwait- have improved to such a degree that Yemen made a formal application to join the GCC in late 1996.

Saudi support also lies behind the redevelopment of the Aden port and free zone, a symbol of the prosperity Yemen hopes to regain. The other major private development is the scheme led by Total of France to develop natural gas reserves in the 25-year Marib concession. However, it will be several years before both schemes are up and running, with the first phase of the Aden port project not due for completion until 1999, and LNG exports not expected to begin before 2001.

Both schemes have been greeted by loud fanfares, but until they start to make a significant

difference to public revenues, their importance for the majority of Yemenis will remain principally a symbolic one. Of greater practical significance to the improvement of living standards would be a decision by export credit agencies to provide cover for Yemen. Such a decision is vital to free up the finance necessary to accelerate the rehabilitation of Yemen's decrepit infrastructure. The appointment of NatWest Capital Markets in late 1996 to arrange finance for the \$180 million revamp of the Aden oil refinery suggests that Yemen is back on the map for foreign banks.

Yemen appears to be on the way to winning greater international confidence. "Yemen aimed to do two things in 1996, reduce inflation and stabilize the currency," a World Bank official says. "It has done both with remarkable success." In 1996, the government pushed through a range of reforms which might have taken years to pass through the bureaucratic maze in some other regional states. Some observers point out that Yemen had less to lose but it also had and continues to have much to again.

The achievements of recent years are all the more remarkable given Yemen's reputation as a country prone to internal conflict. The elections in April will be closely watched as a test of whether or not Yemen's increasing economic stability can strengthen its political unity.

By Robin Bray

YEMEN: ECONOMIC INDICATORS, 1995-1997 (\$ MILLION)

	1995	1996	1997
Population	16,1 million	16,7 million	17,3 million
Real GDP	9,796	10,100	10,780
GDP growth	6.2	3.2	6.6
Inflation*	55	47.9	5.5
Exports	2,111	2,275	2,407
Imports	2,395	2,877	3,189
Trade deficit	281	602	782
Current account	182,7	192,6	179.3
External debt	9,000	9,200	9,800

U.S. and Yemen Contacts

U.S. Embassy Trade Personnel

David G. Newton, Ambassador
Allen J. Kepchar, Deputy Chief of Mission
Gregory Hicks, Economic Commercial Officer
John Fleming, Commercial Officer
Mohamed H. Khaleal, Economic Commercial Assistant
Bakr A. Al-Akwa, Agricultural Analyst
P.O. Box 2247, Sanaa, Republic of Yemen
Phone: 967-1-238-843/52
Fax: 967-1-251-563

Washington-based U.S. Government Country Contacts

Department of State
Robert Dry, Yemen Desk Officer
2100 C Street, NW
NEA/ARP, Room 4224, Main State
Washington, D.C. 20520
Phone: (202) 647-6562 or (202) 647-6571
Fax: (202) 736-4439

Department of Commerce (DOC)
14 and Constitution Avenue, NW
Washington, D.C. 20007
International Trade Administration
David Gugliemi, Yemen Desk Officer
Washington, D.C. 20530
Phone: (202) 482-1860
Fax: (202) 482-0878

The Multilateral Bank Office (DOC)
Brenda Euabalong, Director
Phone: 202-482-3399
Fax: 202-482-5179

U.S. Trade and Development Agency (TDA)
John Richter, Regional Director
Nathan Younge
SA-16, Room 309
Washington, D.C. 20525-1602
Phone: (703) 875-4357
Fax: (703) 875-4009

TPCC Trade Information Center (DOC)
Phone: 1-800-USA-TRADE

Overseas Private Investment Corporation (OPIC)
James C. Williams, Insurance Officer
1100 New York Avenue, NW
Washington, D.C. 20527
Phone: (202) 336-8400
Fax: (202) 408-9859

Export-Import Bank of the United States
(Eximbank)

Ken Tinsley, Vice President
811 Vermont Avenue, NW
Washington, D.C. 20571
Phone: (202) 565-3946 or (202) 566-8990
Fax: (202) 565-3380

U.S. Department of Agriculture (USDA)
Foreign Agricultural Service
Trade Assistance and Promotion Office
Phone: 202-720-7420

Country Trade Associations

American Business Association
Bob Carnahan, Secretary/Treasurer/Vice Chairman
P.O. Box 15060, Sanaa, Republic of Yemen
Phone: 967-1-218-064
Fax: 967-1-218-320

Sanaa Chamber of Commerce and Industry
Haj Hussein Alwatary, Chairman
Mr. Abdallah H. Robaidi, General Manager
P.O. Box 195, Sanaa, Republic of Yemen
Phone: 967-1-234-761/2/3/4
Fax: 967-1-232-412

Yemen Government Agencies

Republic of Yemen Embassy
H.E. Mohsin Al-Aini, Ambassador
2600 Virginia Avenue, NW
Suite 705
Washington, D.C. 20037
Phone: 202-965-4760

Ministry of Oil and Mineral Resources (MOMR)
H.E. Muhammad Said Al-Attar, Minister
Mr. Mohy. A. Aldhabbi, Vice Minister
P.O. Box 81, Sanaa, Republic of Yemen
Phone: 967-2-202-309/11/12/13
Fax: 967-1-202-314

Ministry of Fisheries
H.E. Abdul Rahman Abdul Kader Bafadel, Minister
P.O. Box 19179, Sanaa, Republic of Yemen
Phone: 967-1-268-580/4, Fax: 967-1-268-288

Ministry of Planning and Development
H.E. Abdul-Qadir Bajamal, Minister
Dr. Mutahar Abdulla Al-Sa'idi, Vice Minister
P.O. Box 175, Sanaa, Republic of Yemen
Phone: 967-1-250-101 thru 6
Fax: 967-1-251-503

Ministry of Industry
H.E. Muhammad Said Al-Attar, Minister
Mohamed Al-Haimy, Deputy Minister
P.O. Box 1804, Sanaa, Republic of Yemen
Phone: 967-1-202-770/202-769
Fax: 967-1-202-249

Ministry of Supply and Trade
H.E. Mohammad Ahmed Afandi, Minister
Dr. Abdul Majid Abdo Saif Al-Mekhlafi, Vice Minister
P.O. Box 1804, Sanaa, Republic of Yemen
Phone: 967-1-252-471/9-252-340
Fax: 967-1-251-557

General Investment Authority
Mr. Ahmed A. Al-Eryani, Chief, Promotion Sector
P.O. Box 19022, Sanaa, Republic of Yemen
Phone: 967-1-268-201/5, Fax: 967-1-262-964

Country Commercial Banks (With some U.S. correspondent banks)

Arab Bank (Jordanian)
Abdul Karim Al-Zoraiqi, Manager
P.O. Box 1302, Sanaa, Republic of Yemen
Tel: 967-1-276-585/6/7, Fax: 967-1-276-583

Bank Indosuez (French)
Manuel Garcia-Ligero, Regional Manager
P.O. Box 651, Sanaa, Republic of Yemen
Tel: 967-1-272-801/2/3, Fax: 967-1-274-161
(Many U.S. correspondent relationships)

International Bank of Yemen
Ahmed Thabet Al-Absi, Acting General Manager
P.O. Box 2847, Sanaa, Republic of Yemen
Tel: 272-920/11/2/3/4/, Fax: 967-1-274-127
(Bank of America, Bank of New York)

National Bank of Yemen
Abdul Qawi Al-Saieg, General Manager
P.O. Box 19839, Sanaa, Republic of Yemen
Tel: 967-1-275-373, Fax: 967-1-273-311

Yemen Kuwait Bank for Trade and Investment
Ahmed Muhammad Ali, Manager
P.O. Box 987, Sanaa, Republic of Yemen
Tel: 967-1-209-538, Fax: 967-1-206-148
(American Express, Bank of New York)

Yemen Bank for Reconstruction and Development
Yehya Aldelami, General Manager
P.O. Box 541, Sanaa, Republic of Yemen
Tel: 967-1-274-171, Fax: 967-1-271-684
(Citibank, Chase)

Yemen Commercial Bank
Dr. Ahmed Ali Al-Hamdani, Managing Director
P.O. Box 19845, Sanaa, Republic of Yemen
Tel: 967-1-213-838, Fax: 967-1-209-566
(Citibank and others)

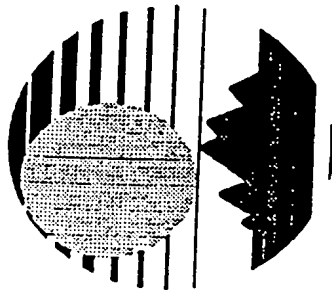
Multilateral Development Bank Office
The International Bank for Reconstruction and Development

Dr. Osman Ahmed, Resident Representative
14 Djibouti Street, Sanaa, Republic of Yemen
Tel: 967-1-413-526, 240-478,
Fax: 967-1-269-247

Main Hotels & Resort centres:

1. Sana'a:
Taj Sloba*****
Abdulmoghni St POBox:773, ph:727372
Sheraton*****
Dahir Himiar POBox 2467,ph:237500
Hadda Ramada****
Hadda St POBox:999 ph:213214
Al-rvdah palace***
Al-rvdah POBox:533, ph:340226
Dar Alhamd***
Hal Aliza'a, POBox:2187,Ph:74864
Al-nukha**
Abdulmoghni st POBox:532,ph:72242
Al-ikhva**
Bin di yazin st,POBox:344,ph:74026
Al-Iskandar**
Re palace st POBox:4466,ph:72330
Shahara**
Abdulmoghni st,POBox 1446,ph:78502
Al-Anwar**
Abdulmoghni st POBox:530ph:72457
Al-Kayam**
Alqasr St,POBox:1117,ph:75272
2. Aden:
Aden Hote*****
khormakrPOBox:6111,ph:32070
Gold mohir*****
Alkawahi,Ph:24171,Tlx:2312
Crescent***
Alkawahi,ph 23417,Tlx:2275
Chalets**
khormakr,ph:31301,Tlx:2330
3. Hodeidah:
Ambassador***
Sana'a st OBox:3491,ph:231247
Bristol***
Sana'a st OBox:2405,ph:232197
Al-ikhva**
Sana'a St,POBox:3389ph:76195

TOURISM IN YEMEN



4. Taiz:
March Hotel***
Jabal dhua,POBox5285,ph:210350
Alkhwa***
Jabal dhuaPOBox4413,ph:210364
Plaza Hotel**
26Sept St,POBox4166,ph:220224
Al-Janaq**
Midan Al-myama,POBox6866,Ph. 210529
De Luxe**
Jamil St,POBox4476,ph:226251
5. Mukalla:
Al-Shaab** ph:2345
6. Seyoun: As-Salam*** ph:2208
7. Sa'dali, Al-mamon***ph:2203
8. Hijali, Hijali Hotel**ph:220285
9. Marib: Bilqis Hotel**ph:2666

* Main Attractions.
* List of Hotels
& Resort Centres.
* List of Travel &
Tourists' Agencies

Info Office, Yemen Embassy
2610 Virginia AveNW#705
Washington, DC.20037

PCT/US 00/00382

MAIN TOURIST

ATTRACTIONS:

1. Sana'a old city:
surrounded by the ancient wall ,its buildings are unique in the world.Bab al-Yaman(Gate of Yemen) is a beautiful attraction .
2. The rock palace in wadi Dahr near Sana'a is a very beautiful building built in the end of the 18th century on a solid rock.
3. The Big Mosque in Sana'a an historical Islamic design was built during the year 627A.D (the year 6 Hijri).
4. Hajjah Landscape, on green mountains with unique views .The road to Hajjah is an attraction.

5.Arabia"Manhattan":

500 skyscrapers 110ft high built more than 1500 years ago from mud only in a city called Shibam in Hadramout region .It was declared by UNESCO as one of the beautiest places in the world to preserve.

6.Aden 18water cisterns:

built in the mountain surrounding the city by Hamyarite Kingdom in the first century.

7.Alghwaizi Castle:built on inclined rock near Mukalla .

8.MoonTemple's Ruins

Pilars in Mareb and other historical ruins from the time of Saba

8.Sports&Spring Hot

Waters: hiking in themount-

ains,swimming& diving in the Red and Arabian Seas.

MAIN TOURIST

AGENCIES:

More than 50 Tourist Agencies operate in Sanaa, among them are:

1) Universal Travel and

Tourism:DiYazan St.

ph:272861,Fax:272384

POBox:10473,Tlx:2688.

2)Yata Tourism Agency:

Alqiadah St.Ph:224277,

POBox:1153,Fax:251597

3)Almanoon Tourism:

Zubairi St.ph:276299,

POBox:10127,Fax240984

4)Arabian Horizons for

Tourism:Al-Qasr St.

ph:275414,POBox8665

Fax:275415.

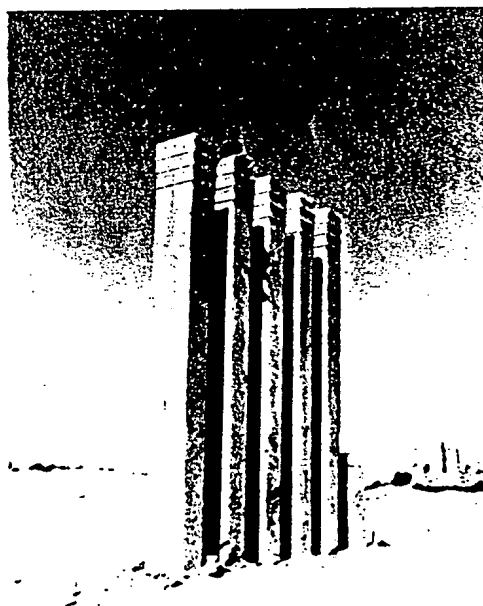
(Ph.Code:967-1-....)

00/000000

**Yemen Arab Republic
Presidency
General Organisation of
Antiquities and Libraries**



ANTIQUITIES



Words & Pictures



Our history is unique if we would try to draw
from its source the cultural identity of our nation
and the strength of its character, which will serve
us as guiding principles towards the future..

Ali Abdallah Saleh
President of Yemen Arab Republic



IN THE NAME OF GOD THE MERCIFUL
AND THE COMPASSIONATE

Idea Net 98-International
Data Exchange Network
Patent Pending 60/115,343
802



Words and pictures

The Revolution of the 26 th of September 1962 paid special attention to antiquities.

In the first cabinet formed right after the revolution there was a ministerial post for antiquities and history. But later on, a general department could do the job within the ministry of information and culture.

-In 1969 an independent department for antiquities and libraries was established.

- The law of Antiquities was issued in 1972, No. (12 / 1972).

- 1973 The republican decree No. 53 / 1973 was issued which changed the name of the department to the current name GENERAL ORGANISATION OF ANTIQUITIES AND LIBRARIES (G.O.A.L.).

- 1977 Decree No. 51 / 1977 was issued to reorganize G.O.A.L.

The main Objectives of GOAL

- to revive the Yemeni culture and to explore the historical depths of Yemeni civilization.

-to protect all ancient and islamic archaeological monuments.

-to strive to deepen archaeological awareness among the people to appreciate such cultural heritage and to popularize it.

-to compile archaeological sites and objects, i.e. to collect, register and exhibit them in modern museums.

-to compile all the manuscripts available in the country, i.e. to collect, acquire and reclaim and photocopy what is already abroad.

-to strive to propagate science and culture, i.e. to encourage people to read and to acquire knowledg, through establishing libraries for all, and supply them with various branches of available knowledge.

GOAL is also a scientific and cultural institution which is concerned with scientific research in the fields of archeology and other related cultural fields.

It endeavors to educate and train specialists of high standard, and it gives the opportunity for all young scholars and trainees who aspire to work in GOAL and promote a career in one of the archaeological disciplines and skills.

GOAL, in order to carry out its duties in this stage, utilises a number of aided and cooperative projects which are arranged with Arab and foreign archaeological institution.

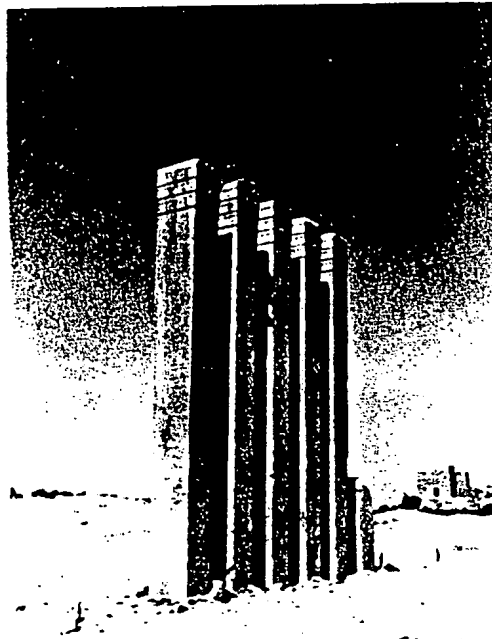
Other units of GOAL

1 - House of Manuscripts :

A house situated in the world famous old city of Sana'a, and is concerned with preservation of parchments and book manuscripts. It also renders services to scholars.

2 - Museums:

- National Museum in Sana'a (DarAssadah)
 - Folklore Museum in Sana'a (DarAshshukr)
 - Urdu Museum in Taiz.
 - Sala palace Museum in Taiz.
 - Zafar Museum in Zafar.
 - Marib Museum in Marib, (under construction .
- ##### 3 - Libraries
- The main library in sana'a (Dar al-Kutub)
 - Other libraries in the provinces.



Temple of Baran in Marib

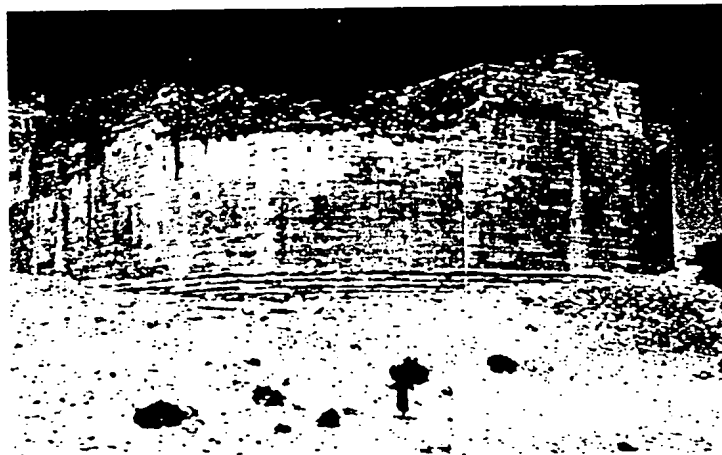


Southern Sluice of the Ancient Dam of Marib

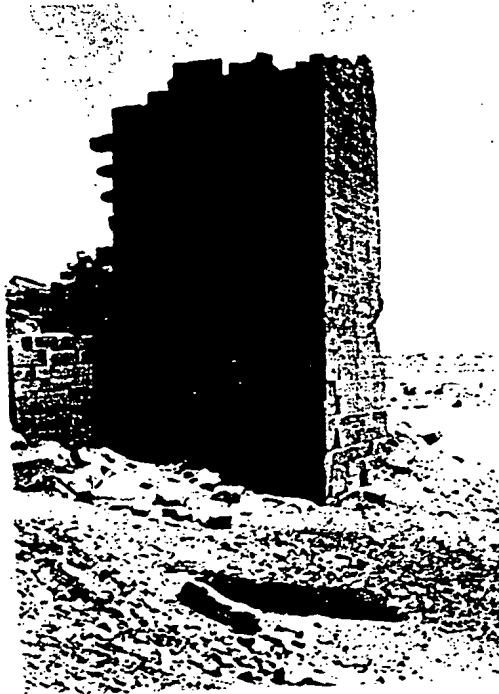
Idea Net 98-International
Data Exchange Network
Patent Pending 60/115,343
806



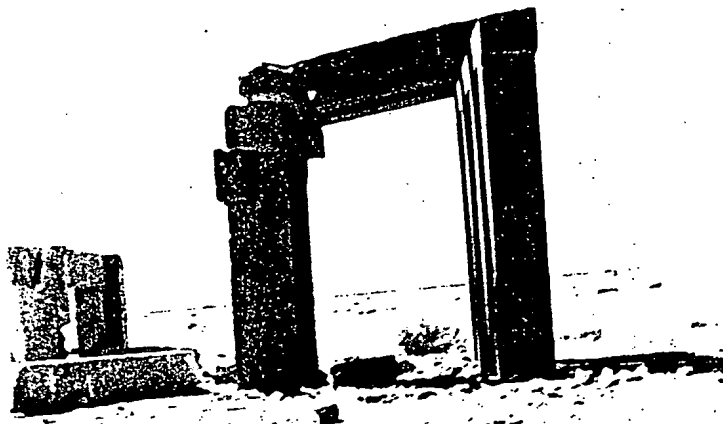
Baraqish (YATHUL)



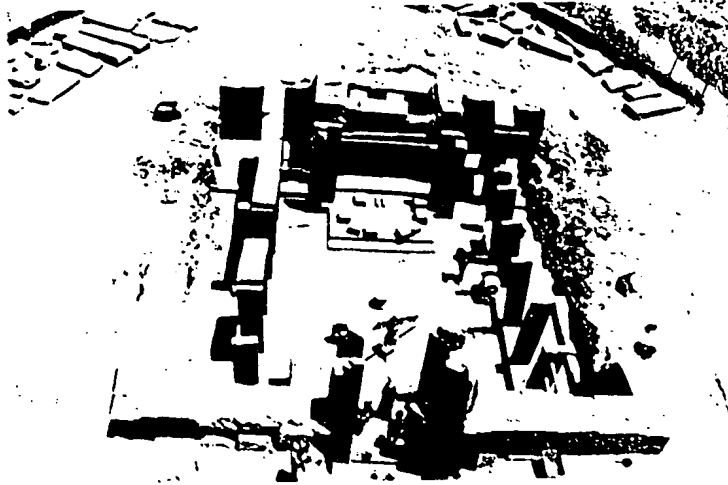
Almaqah Temple in Sirwah



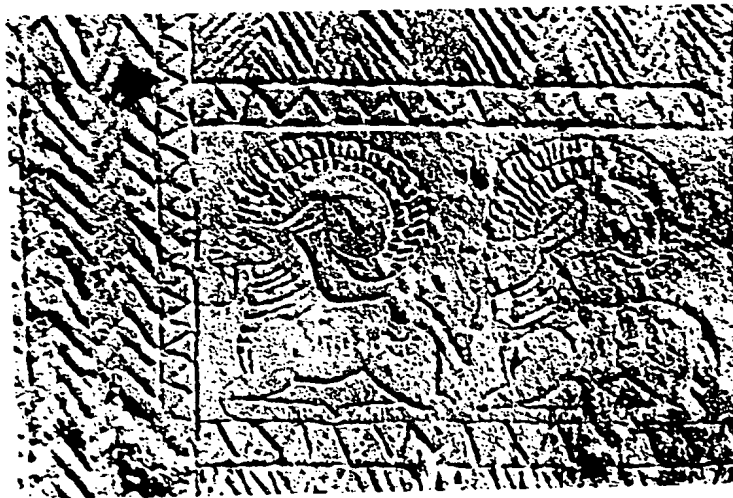
Eastern Gate of Qarnaw



Temple to The East of Qarnaw



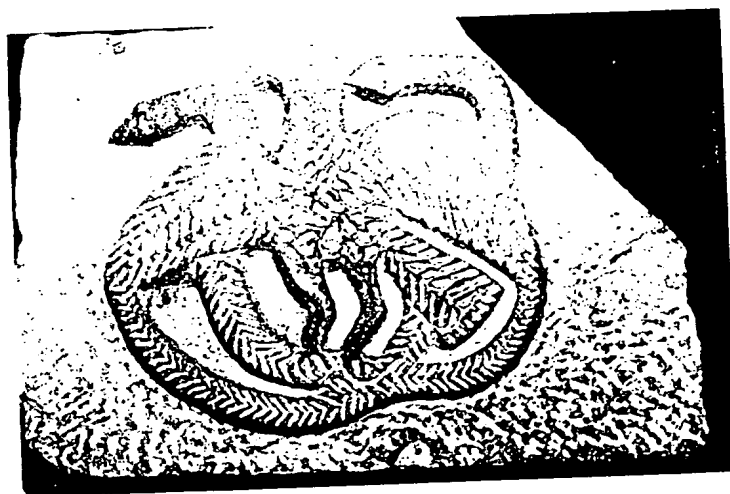
Temple of Banat 'Ad (RAS) After Excavation



Ibexes on The Pillars of The Temple



Bronze Statue of Madikarib found in Marib



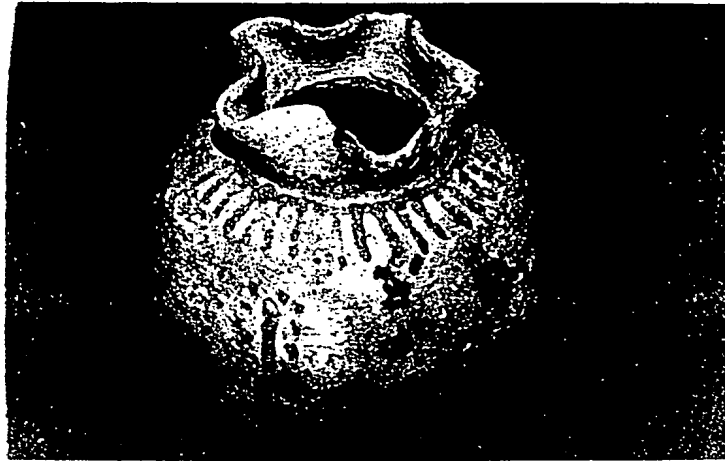
Alabaster Relief of a sabaean emblem



Acoloured glass vessel found in Sirwah



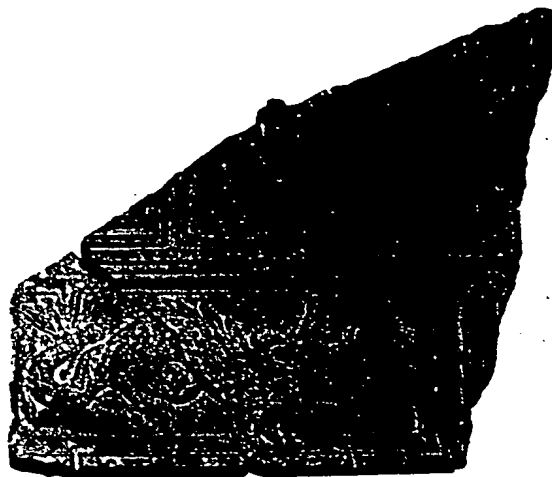
A Woman bronze statue from Dhamar



A Decorated Pot From Bainun



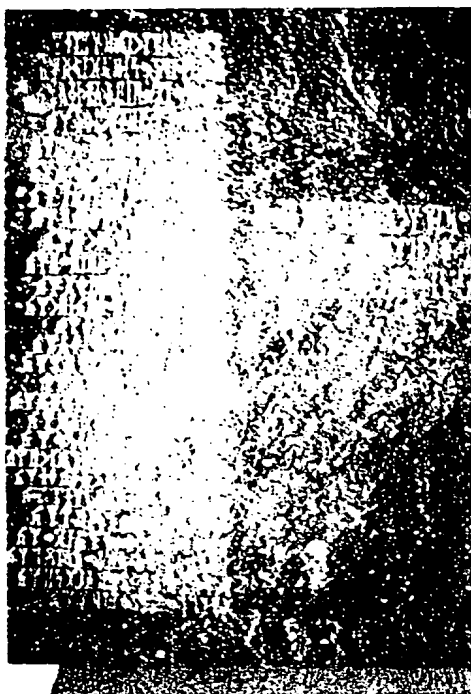
A Head of Alabaster in The National Museum, Sana'a



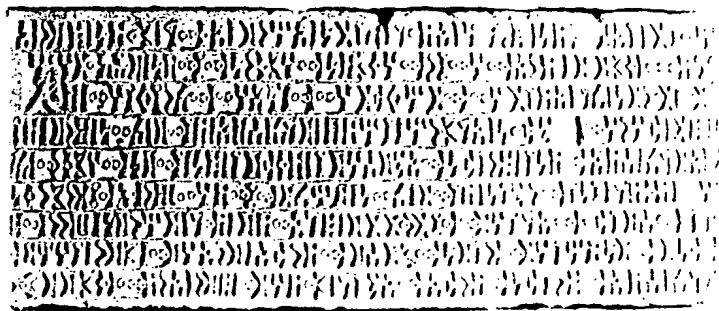
A Mythical Animal on Alabaster



Funerary Stele



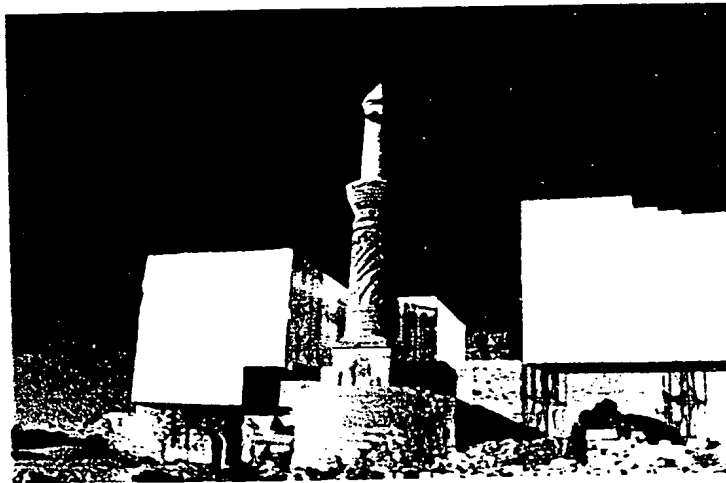
Hymn of The Sun Godess in Qanya



Soutn Arabian Inscription

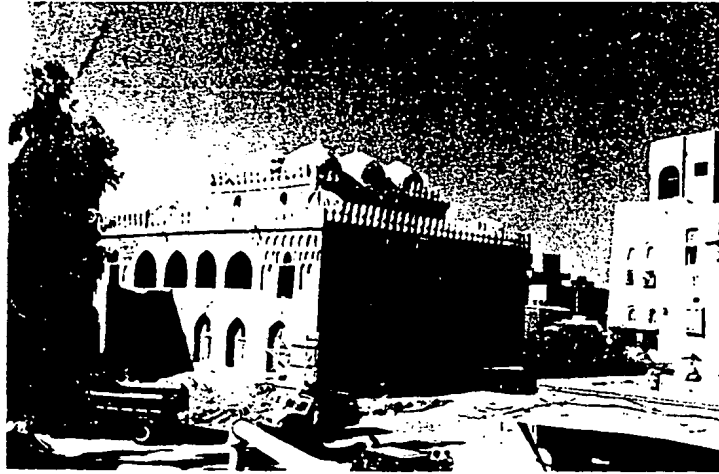


Ashrafyyah School in Taiz (14 th Cent. A. D.)



Mosque of Zafar Dhibin (13 th Cent. A. D.)

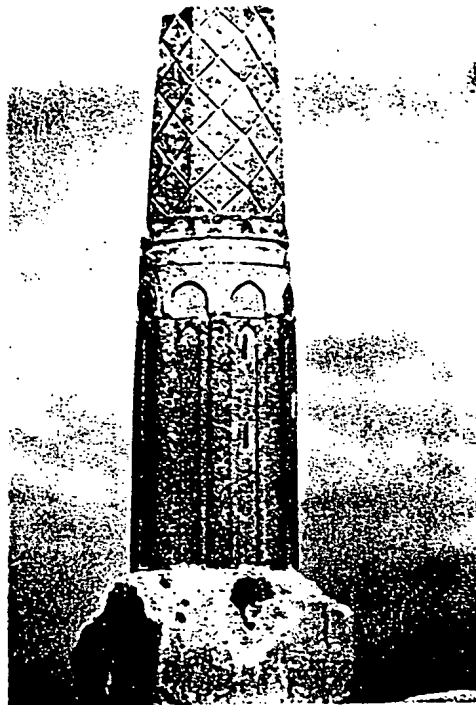
Idea Net 98-International
Data Exchange Network
Patent Pending 60/115,343
815



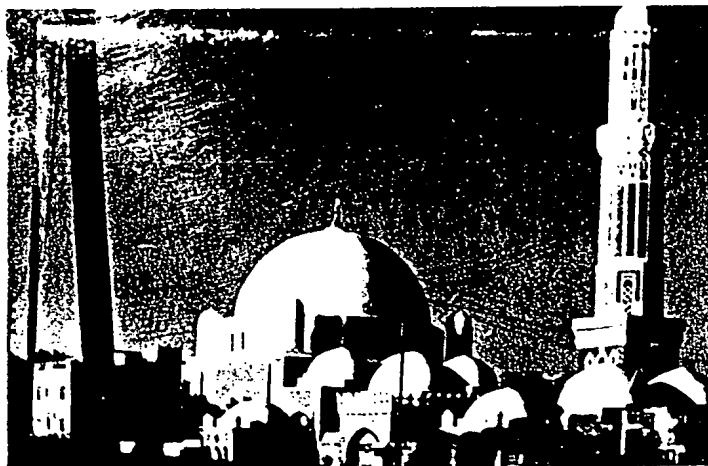
Amiryya School in Radaa (15 th Cent. A. D.)



Castle of Radaa



Relics of A minaret in The Site of Almahjam (TIHAMA)



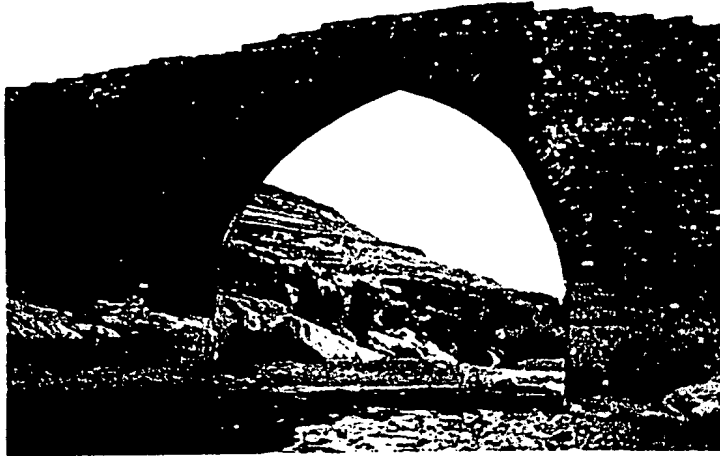
Bakiryyah School in The Old
City of Sana'a (17 th CENT. A. D.)



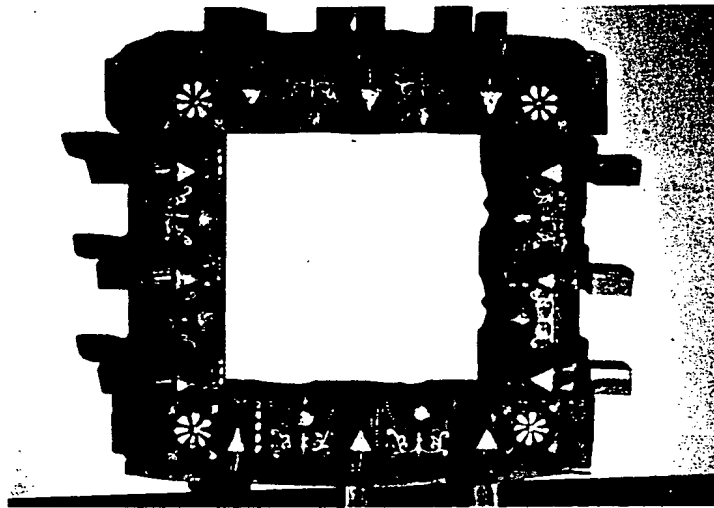
The Minaret of Dhi Ashraq Mosque in AL-Syyani (IBB)



The Southern Gate of The Islamic City of Zabid



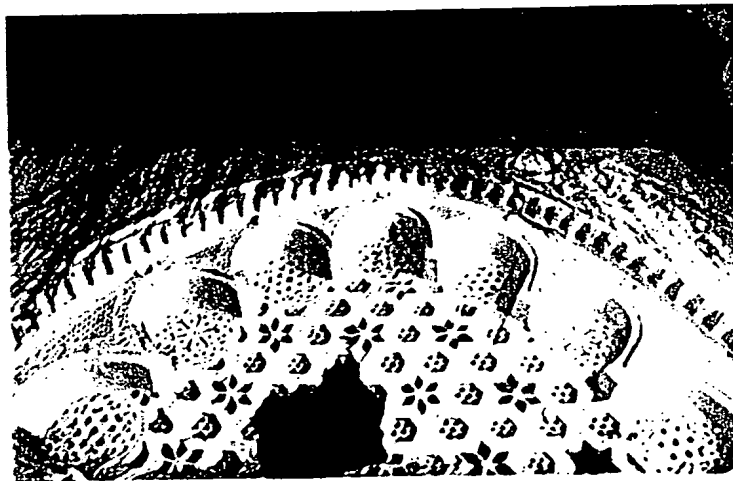
A Bridge in Damt built in the (16 th Cent. A. D.)



A Piece of Ornamented Wood
From The Ceiling of al Abbas Mosque (12 th Cent A. D.)



A Colourful Decorated Wood
on The Ceiling of Isnaf Mosque

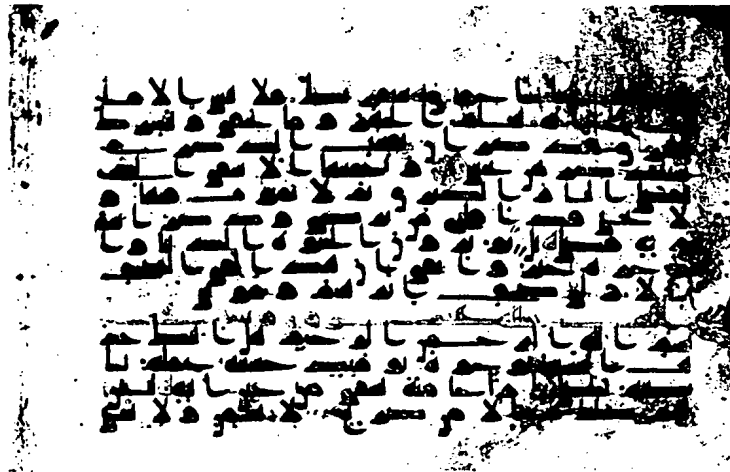


Decorated Gesso in Amiyah School •

Idea Net 98-International
Data Exchange Network
Patent Pending 60/115,343
820

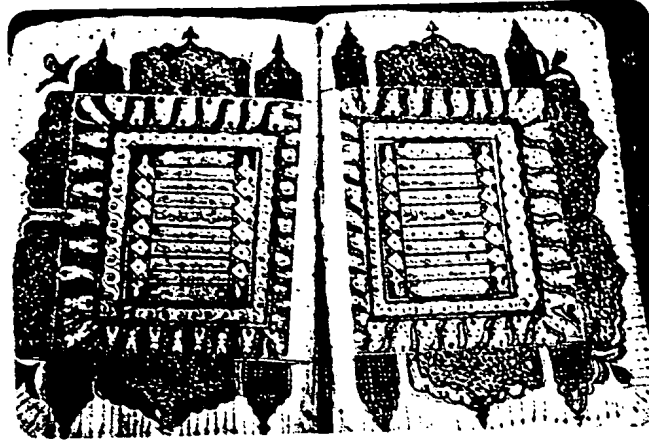


Mosaic art and Arabisque
The Grand Mosque in Zabid

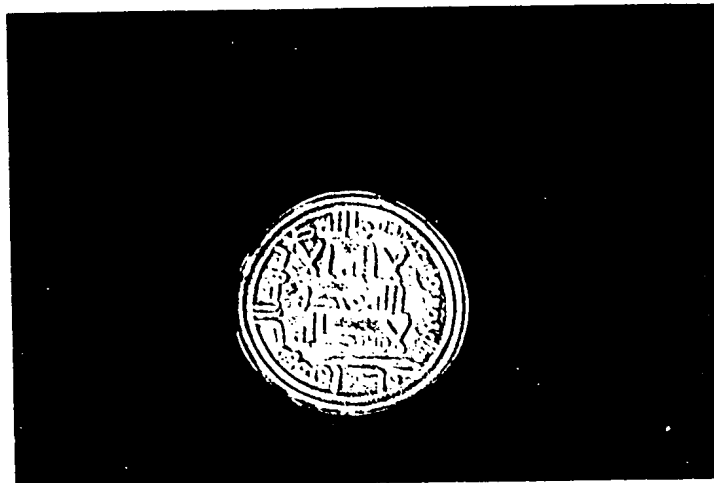


A Parchment of Koran
in Kufi Script

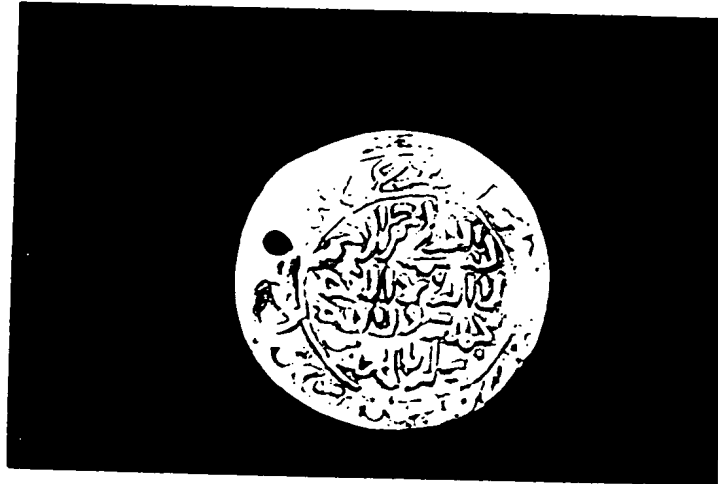
Idea Net 98-International
Data Exchange Network
Patent Pending 60/115,343
821



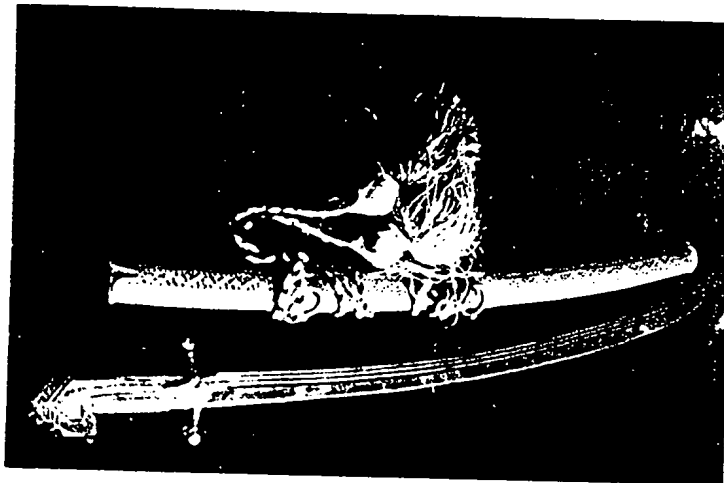
A Manuscript Goes Back
to The 17 th Cent. A.D.



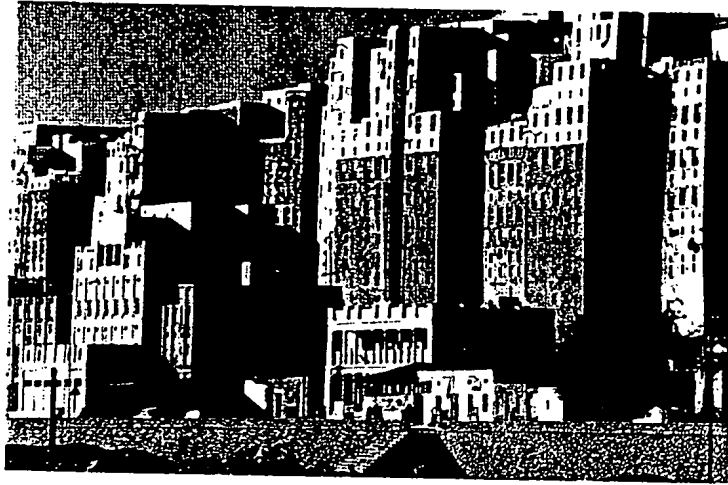
Dinar Coined in the 8 th Cent. A. D.



Silver Coin (DIRHAM) from
The Rasulid Period



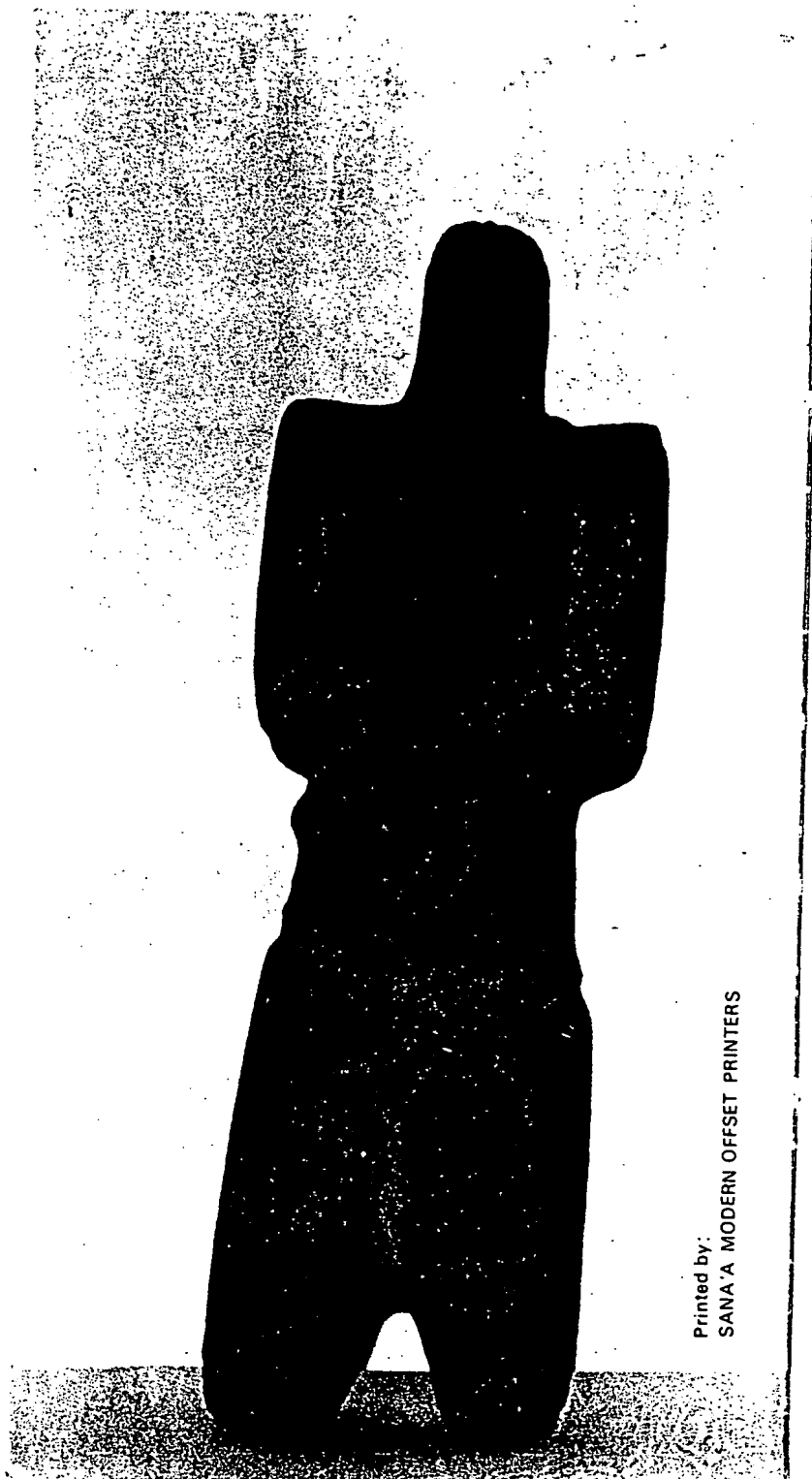
A Sword of Silver



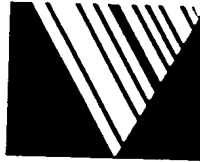
The Monumental City of Shibam Hadramaut



A Gilded Belt with Amythical Animal



Printed by:
SANA'A MODERN OFFSET PRINTERS



NATIONAL COUNCIL FOR
INTERNATIONAL VISITORS
STANDARDS FOR PROGRAMS AND
ORGANIZATIONAL PERFORMANCE

Second Edition
November 1992

Funding for the printing of this publication was provided by the Bureau of Educational and Cultural Affairs of the United States Information Agency under the authority of the Fulbright-Hays Act of 1961, as amended, and by the U.S. Agency for International Development's Office of International Training.

TABLE OF CONTENTS

Introduction	1
Background	2
Programs and Services	2
Private Sector Clients	3
NCIV Standards	3
Standards of Organiza- tional Performance	4
Standards of Quality in Visitor Programs	7
Checklist for CIV Affiliate Boards	12

Introduction

For more than thirty years the National Council for International Visitors has been recognized throughout the world as the premier organization offering short-term professional development programs and technical observation tours in the United States to senior level officials in foreign government and public and private institutions.

Historically, NCIV has been the private infrastructure for the United States Information Agency's International Visitor Program and has served the Office of International Training at the U.S. Agency for International Development. Alumni of the International Visitor Program for whom NCIV has provided services include 150 former and current heads of state or government (including, for instance, Margaret Thatcher, Giscard D'Estaing, Anwar Sadat, F.W. DeKlerk) as well as more than 2,000 cabinet level officials.

NCIV local affiliates together form the premier international exchange organization. Each of the affiliates in more than 100 U.S. cities and communities is professionally trained, maintains an active city-wide professional network, and involves a diverse volunteer corps with sensitivity to the interests and needs of international visitors.

National affiliates of NCIV represent the finest organizations in the international education and exchange field, with expertise in a wide range of subject areas, knowledge of trends and innovations affecting Americans, nationwide resource contacts, and internationally knowledgeable staffs.

These assets make NCIV services valuable to its government sponsors and private sector clients.

The NCIV Standards are intended for all member affiliates -
- they articulate the minimum requirements for NCIV members. Government and private sector clients can expect all members to meet these standards.

Contact the NCIV office for more information at 1420 K Street, NW, Suite 800, Washington, DC 20005, or Call 1-800/523-8101 or 202/842-1414.

Background

The National Council for International Visitors (NCIV) is an association of United States citizens and organizations whose mission is to improve international relations through professional and personal communications and exchanges.

Founded in 1961, the NCIV national organization sets professional standards for exchange of person programs, conducts advocacy and public education programs, provides training and services designed to strengthen affiliates' abilities to serve international visitors and American publics, and establishes affiliate operations where needed in the United States.

NCIV affiliates include 30 national organizations and 100 community-based organizations who cooperate in arranging exchange programs in the United States involving international visitors and students and United States citizens. Volunteer leadership and participation in these exchange programs is essential to NCIV's work.

Programs and Services

Programs for international visitors generally range from month-long study tours to two-week intensive seminars. Study tours may encompass as many as nine U.S. cities and communities.

NCIV affiliates tailor the content of their services to the unique and professional objectives and interests of each visitor or group of visitors.

Private Sector Clients

In addition to the active participation with U.S. government agencies noted on page 1, NCIV affiliates also serve corporations, associations, universities, and state and local government. Services are designed in response to the unique objectives of sponsors and international visitors. Services include:

- professional networking seminars
- speaker forums
- observational tours of industries and plant operations
- escorted city tours
- hotel and local travel arrangements
- speakers programs
- homestays
- hospitality
- private receptions

NCIV STANDARDS

NCIV national and community affiliates are diverse in the range of services offered to international visitors. However, there are unifying elements that are present when programs arranged for visitors from abroad are consistently successful. These elements include a strong organizational base of support and attention to a minimal set of program-

related criteria or standards.

NCIV looks to the following standards in admitting new national and local affiliates to its national network and in designing national training and support services for affiliates:

STANDARDS OF ORGANIZATIONAL PERFORMANCE

Commitment to international exchange

- NCIV member organizations maintain a commitment to international exchange free from political, social or religious bias.
- NCIV members arrange programs for visitors regardless of their political, religious, ethnic, social backgrounds or beliefs.

Nonprofit organizations

- NCIV members are incorporated, not-for-profit entities, established according to certain legal requirements. Copies of by-laws, articles of incorporation and evidence of tax-exempt status are filed with NCIV.
- NCIV members are led by active and functioning boards of directors who serve in a voluntary capacity, have elected officers and regularly scheduled meetings.
- NCIV Boards are aware of their financial responsibilities for their organizations.

Volunteer involvement

- Volunteers are involved in substantive ways in programs

for visitors from abroad. Their leadership and support role includes coordinating programs for international visitors, meeting with visitors in their place of business to discuss common professional interests, and hosting visitors at home.

- Volunteer recruitment and training is an ongoing function of the community organization.

- International visitors are informed of the role of volunteers in arranging and assisting with their U.S. programs.

- The involvement of individuals from diverse ethnic minorities, socio-economic groups, religions and political viewpoints is evident in programs arranged for international visitors.

Sound financial practices

- Member organizations are responsible for meeting their financial responsibilities in arranging high quality programs for international visitors.

- Individuals and organizations involved in visitor programs shall not seek pecuniary gain or benefit as the primary reason for coordinating programs for international visitors.

- Financial responsibilities of participating institutions and/or individuals shall be clarified in advance of program implementation.

- Accurate fiscal records are maintained for any reimbursements that might be requested and for any grants or contracts received.

Program management

- Programs arranged for visitors from abroad require clear communications, humanistic judgements, and creativity.
- A standard procedure for visitor programming is established by national and local organizations, in order to provide for a smooth, anticipated flow of information.
- Program schedules arranged for short-term, sponsored visitors are printed. Copies of community program schedules are sent to national program agencies and national program itineraries are sent to community sponsors. Escort officers and escort/interpreters receive a copy of all program schedules.
- Evaluation and feedback mechanisms are established so that the visitors and others involved can give input and feedback about the actual program. This information is used to improve the quality of programs for future international visitors. Those evaluative comments — both good and bad — are shared with appropriate parties.

Professional resources

- Information on various aspects of American life, work and culture — "resource information" — is organized, kept up-to-date, and is accessible to volunteers and staff who are responsible for developing programs for short-term, sponsored international visitors.

Education and training

- NCIV member organizations are responsible for providing appropriate and necessary information and training to volunteers, professional resources, and staff who have roles and responsibilities with visitor programs.

Idea Net 98-International
Data Exchange Network
Patent Pending 60/115,343
834

- Volunteers and staff possess the ability to communicate effectively with international visitors and the Americans who participate in their programs.

STANDARDS OF QUALITY IN VISITOR PROGRAMS

National-local agency communication: a mutual responsibility

- Programs for international visitors are most successful when the people involved in coordinating the program and hosting the visitors are communicating effectively with one another. In cases where national and community organizations are collaborating on visitor programs:

- prompt, clear and substantive information sharing takes place in a timely fashion between central contact people at the national and community organizations;

- national and community program organizers share information about useful resources and mutually determine the best use of the visitors' time while in the given community.

- All local arrangements for visitors are made by NCIV community affiliates for the communities in which they are based. Exceptions to this may be made by mutual consent between the NCIV community organization and the national program agency on a case by case basis.

Balance

- Programs arranged for international visitors reflect an overall balance that insures broad exposure to the cultural, geographic, ethnic, political, religious and economic diversity of the United States.

- National program considerations: The national program includes visits to communities of various sizes across the various regions of the United States. Resources are called upon that provide the visitor with various perspectives related to their professional interests. CIV organizers are informed of where their community fits within the context of the national program.

- Community considerations: Visitor programs include an appropriate blending of professional and cultural activities. Opportunities for private and leisure time are built into the schedule.

Warmth/Human element

- The welcome and the treatment that international visitors receive in the United States are an important indication of our desire to learn about the visitor, pride in our own communities, and desire to bridge cultural, social, political, ethnic, and religious differences. Visitors from abroad are treated with respect, gracious hospitality and warmth.

- National considerations: Visitors are invited to express their own needs and desires for the content of their overall programs; their desires are reflected to the extent possible in their programs. Persons responsible for visitors' programs are sensitive to the politics and concerns of visitors and share any specific sensitivities with community organizers.

- Community considerations: When home hospitality or a home stay is to be a part of the community program, care is taken to assure a reasonable match of interests between visitors and hosts. Hosts and visitors are provided with some information about one another and are encouraged to share information about their interests, viewpoints and perspectives. Visitors are formally welcomed into the communities they visit either personally or through a letter contained in the visitors' packets. Short-term, sponsored visitors are provided with a welcoming packet that includes

information about their local program and about the community in which they are staying.

Professional substance

• International Visitor programs feature activities of a substantive, professional nature. Activities center around a coherent theme and are the result of joint design reflecting:

(1) the interests, needs and objectives of international visitors;

(2) program objectives established by the sponsoring agencies; and

(3) the unique opportunities present in the location and resources of interested communities.

National and community considerations

• Professional activities are varied, substantive and build upon one another as the visitor travels from community to community.

• Professional activities primarily consist of meetings with appropriate, diverse contacts in the given field(s) of interest to the visitor. Other activities may include participation or speaking engagements upon agreement by the visitors at seminars, conferences, university courses and tours of facilities in the respective field. Visitors may request specific appointments with individuals or at certain institutions — efforts are made to obtain such appointments. Visitors are given the opportunity to review or purchase materials or equipment related to their profession. The purchase of such materials is at the visitors' expense when the costs exceed any allowance provided by the sponsor.

Cultural experience

- Programs provide opportunities for international visitors to gain a perspective of America in its diverse cultures, viewpoints and ways of life. Equally important, American hosts are encouraged to learn about the visitor's own country and customs.
- Visitors gain a useful perspective through meetings with individuals and families from diverse religious, social, economic and ethnic backgrounds.

National and community considerations

- Every international visitor to the United States is invited for at least two occasions of home hospitality. Each visitor is also encouraged to accept an invitation for a homestay with an American family.
- These opportunities also include such activities as visits to historical landmarks, attending concerts and dramatic performances, going to sports events, and attending church services.

Continuity

- Visitor programs seek to provide opportunities for Americans and visitors from abroad to develop friendships and/or continuing professional relationships.
- National and community considerations: Full names and contact information about American professional and hospitality hosts are provided to visitors. A central contact person at national and community organizations is identified for visitors and is available to respond to any emergency needs that may arise.

Reciprocity: citizen diplomacy

• Programs for international visitors provide reciprocal learning experiences that benefit and challenge both visitors and Americans. Visitors and hosts are encouraged to share their experiences and knowledge with one another through the variety of professional and cultural activities in which they are mutually engaged. These exchanges are extended when the visitors and hosts share their experiences with others following the program, causing a ripple effect of increased international understanding that is at the heart of citizen diplomacy. Reciprocity is fostered through orientations and training for staff and volunteers that highlight the importance of this element.

NCIV Standards

A Checklist for CIV Affiliate Boards

- Organization has expressed its commitment to international exchange without bias as to politics, social or religious interests.
- Organization agrees to arrange programs for international visitors regardless of their politics, religion, or race/ethnicity.
- Organization is an incorporated nonprofit and tax exempt.
- The Board of Directors is active, has elected officers and regular meetings.
- Board of Directors is aware of and meets its financial responsibilities.
- Annual reports are submitted to NCIV.
- Programs arranged for international visitors reflect the enthusiasm and input of the board of directors and their knowledge of the community.
- Effective policies and procedures for visitor programming are established.
- Volunteers are involved in planning and arranging programs for international visitors.
- Volunteer recruitment and training are ongoing functions of the organization.

- Volunteers in all levels of the organization are representative of the community(s) served, as to gender, age, race/ethnicity, socio-economic status, etc.
- Organization routinely evaluates the quality of volunteer involvement and programs provided for international visitors.
- Resource information - for use in international visitor programming - is organized, kept up-to-date, and made available to volunteer programmers.
- Organization provides orientations for all new volunteers, hosts, and professional resources which include cross-cultural tips and an explanation of the special programs which they are supporting.
- In an overall sense, programs arranged for international visitors tap into the diversity or resources and people present in the community.
- The board, program staff and volunteer programmers have read and understand NCIV's program standards.

PCT/US 00/00382



National Council for International Visitors

BACKGROUND

The National Council for International Visitors

The National Council for International Visitors (NCIV) is a national network of 102 community and 28 national non-governmental organizations and institutions located in 44 states, the mission of which is to improve international relations through professional and personal communication and exchanges.

More than 5,000 of the 20,000 visitors served each year are distinguished foreign guests of the United States Information Agency's International Visitor Program. NCIV's community affiliate members and national program agency members work together to provide professional programs for these visitors, who are prominent leaders in business, academia, the arts, science, agriculture, environmentalism, politics and the media.

NCIV members also serve thousands of distinguished scholars participating in the Thomas Jefferson Fellowship Program, sponsored by the United States Agency for International Development. The Thomas Jefferson Fellows and Associates live in American communities for several months or years depending on the degree sought.

NCIV community affiliates have developed extensive outreach programs for community involvement in visitor programming and are encouraged to develop a broad spectrum of community resources. Local councils regularly arrange for visitors to meet and share ideas with leaders in both the private and public sector. In addition, local councils arrange for home hospitality. As a result of these meetings, enduring personal and professional relationships are formed among the future leaders of the world.

The International Visitor Program, which has been described by U.S. ambassadors as "one of the most effective foreign policy tools of American diplomacy," counts among its alumni such distinguished individuals as Margaret Thatcher, Anwar Sadat, Giscard D'Estaing, Indira Ghandi, Julius Nyerere, Oscar Arias, and F.W. de Klerk.

Alumni of the Thomas Jefferson Fellowship Program include Guatemalan President Jorge Serrano, Turkish President Turgut Ozal and many government ministers, doctors, engineers, educators and civic leaders from developing countries.

In addition, NCIV's corps of 100,000 volunteers assist thousands of visitors who are guests of local governments, corporations, schools, medical and research centers, and foreign exchange programs.

Celebrating 30 years of service to International Visitors, NCIV acknowledges its place as one of the country's premier exchange organizations and reaffirms its goal of developing a more internationally competent citizenry through quality programs for international visitors.

11/93

The Mission and Beliefs
of
THE NATIONAL COUNCIL FOR INTERNATIONAL VISITORS

The National Council for International Visitors is a network of United States citizens and organizations, the mission of which is to improve international relations through professional and personal communication and exchanges.

NCIV is guided by the following values in pursuing its mission:

We believe that the peoples of the world are interdependent and that our future is secured through collaborations nurtured by free, open and respectful communication;

We believe that face-to-face meetings are the most effective means of communicating and that their success requires knowledge, information and the skills to embrace and surmount cultural differences;

We believe that the ability of the United States to provide leadership in the world community requires constant improvement in the international competence of its people and that international exchange programs are essential for achieving that end;

We believe that international exchange programs should engage all peoples within and across nations, spanning ideologies, cultures, ethnicities, age, gender and economic status; we believe these experiences are essential for those who hope to lead the communities and nations of the world;

We believe that the National Council for International Visitors and its members must at all times meet rigorous and measurable standards of quality and excellence in our programs, services, leadership and management;

We believe that the pursuit of excellence requires commitment and competence and that it should be marked by flexibility, risk taking and an enthusiasm that is infectious and invigorating to our boards, staffs and volunteers and obvious to those we serve;

We believe that voluntarism is a unique trait of American society that must be reflected in our organizations and programs, and we believe at the same time that it is incumbent on us to generate and manage with wisdom and care the financial and human resources that will keep us vibrant.

NCIV National Office Services Provided to Its Members

Managing the Community Support Grant to Members

NCIV manages a major sub-grant in the amount of \$1.46 million dollars that benefits its member organizations. The amount of this grant increased dramatically in 1991 (from \$460 thousand) due to the efforts of NCIV's Advocacy Network. The NCIV national organization manages this grant program by: developing application guidelines and proposal materials to distribute to members; organizing the grant review committee (made up of representatives from NCIV community and national organizations and a representative from an organization outside the NCIV network); overseeing the grant review process (USIA and NCIV staff are present, but do not vote); notifying members of final award decisions; and distributing the grant awards.

NCIV also manages smaller grant programs such as the Local Initiative Grant which provides funds for professional development and training for community affiliate members.

Sets Standards for Member Organizations

In cooperation with the NCIV board, the national organization developed standards for programs and organizational performance. These standards are used by the staff and board of member organizations to evaluate their programs and organizational development. They also serve as a guideline for reviewing new requests for membership in the network.

Advocacy

NCIV organized an Advocacy Network in 1991 made up of members of the network who serve as the point of contact for their organization. NCIV keeps this group and all of its members regularly updated on Congressional issues of importance to international educational and cultural exchange. The NCIV network involves over 800,000 people in its programs in one manner or another. As such, it is one of the largest constituency groups in support of international exchange programs. NCIV members are very active in providing their members of Congress with information about the impact these programs, particularly the International Visitor Program, have on their communities.

Public Education Programs

NCIV coordinates educational forums and programs conducted by member organizations on a variety of international topics. These forums and meetings are sponsored by organizations such as the Carnegie Council on Ethics and International Affairs.

Member Exchange Program

NCIV coordinates and promotes the sharing of information and resources within the network through the Member Exchange Program. Small group meetings are arranged between individuals throughout the network around topics of common concern. Topics for the current year include, issues in information management, creating a diverse volunteer corps, how to write a winning proposal for the USIA Community Support Grant, and issues related to the management of volunteers.

Orientation and Training Programs

Each month NCIV conducts an Orientation Program for new staff from community affiliate member organizations. Approximately two people per month participate in this program. In order to qualify for the program they must have been employed with the organization between three months and two years. The purpose of the program is to bring these individuals to Washington to provide them with a better understanding of the roles and relationships among all member of the network, to meet with their professional colleagues at national program agencies, USIA and NCIV and to have them share information about their organizations and community resources with national program officers.

NCIV also conducts Management Training Institutes and Program Training Institutes. These Institutes alternate every other year, so that only one Institute is held in any given year. The Management Institutes bring together executive directors and board members from community affiliate members for training on professional development and management issues. The most recent Management Institute focused on board development.

The Program Training Institute is a combination of an Orientation and a Member Exchange designed specifically for programmers at member organizations. Programmers are individuals responsible for the itinerary for International Visitors while they are in the local communities. Approximately 15 of these individuals are brought together in Washington for a few days of orientation and training. The group is then divided into groups to spend a day or two at a community affiliate member to see how the organization operates and to discuss issues relating to programming.

NCIV and Kellogg Leadership Development Program

NCIV was awarded a grant from the W.K. Kellogg Foundation to conduct a leadership development program for executives of its community affiliate member organizations focusing on strengthening their organizational and training skills. The program is funded over a three year period and includes support for training the executives and helping them to serve as consultants to their colleagues in the NCIV network. The topics for the first year of the program was board development. In the second year, the participants will focus on fund raising.

Conferences

NCIV conducts an annual conference for its members. These conferences bring together members from two regions of the United States each year, with a national conference held in Washington, D.C., every three years. NCIV conferences address three major goals, to provide new knowledge to participants concerning trends and issues in international affairs, to assist participants to develop new skills needed to conduct quality programs for International Visitors and other international leaders and professionals, and to create opportunities for networking among personnel from government agencies, national programming agencies, community affiliates and the NCIV national board and staff.

Resource Roundtables

NCIV organizes quarterly meetings of staff from USIA program agencies and USAID contractors. These Resource Roundtables are developed around specific themes of interest to international visitors and students. At each meeting the unique and innovative resources and capabilities of NCIV community affiliate members are shared.

Resource Clearing House

NCIV provides a comprehensive resource clearing house function on information of interest to its membership. Included in this function are several related publications:

Annual Report:

The NCIV Annual Report contains information on the activities of the NCIV network during each fiscal year, as well as reporting financial data required by its 501(C)(3) status. It provides background information on the network and its historic relationship with both the International Visitor Program of USIA and the Participant Training Programs at USAID. It also outlines the programs and services that are provided to members by the national organization.

NCIV Directory: A Guide to Community Resources:

This Directory provides the most up-to-date information about the resources of the NCIV network available to short-term, sponsored international visitors. It also describes the specific services that local organizations can provide in accessing these resources.

NCIV Advisor Series:

This series of publications was designed to facilitate discussion and the exchange of ideas and experiences among community affiliate members on common issues and organizational development techniques. Papers in this series cover topics including: special events and fundraising; developing an outreach program for contact with International Visitors; youth volunteer involvement; developing CIV community and corporate memberships; working with development agencies and the private business sector; and how to become a non-profit tax exempt company. The papers are written by executive directors from NCIV community organizations.

UPDATE and Member's Memo:

The UPDATE is a monthly report sent to all members announcing upcoming NCIV events and services, grant opportunities and application deadlines, and urgent national information. Included with the UPDATE is the Member's Memo report on community activities which provides members, sponsors and programmers with detailed information regarding programming contacts, opportunities and schedules.

The NCIV NEWSLETTER:

The NCIV NEWSLETTER has a circulation of over 8,000 and reaches a domestic as well as international audience. The NEWSLETTER features information on programs and activities on the national and local level.

**THE NATIONAL COUNCIL FOR INTERNATIONAL VISITORS
1995 NETWORK PROFILE**

AFFILIATES

Community Affiliates:	100
National Program Agencies:	23
Associate Members:	6
Provisional Members:	6

Community affiliates provided services to **55,756** internationals in 1994.

<i>Programs for USIA International Visitors:</i>	<i>17,546</i>
<i>USAID Participants:</i>	<i>1,900</i>
<i>Other Short-Term, Sponsored Visitors:</i>	<i>7,558</i>
<i>International Students:</i>	<i>22,739</i>
<i>Non-sponsored Visitors:</i>	<i>6,013</i>
<i>Grand total:</i>	<i>55,756</i>

NCIV community affiliates raised **\$12,155,215** in cash and in-kind in 1994.

<i>Cash Income from all sources:</i>	<i>\$5,729,805</i>
<i>In-Kind Contributions:</i>	<i>\$6,425,410**</i>
<i>(** 68% from volunteer staff)</i>	

Economic Impact

NCIV community affiliates earned their cities over \$10 million in 1994 through hotel bookings and local meal and restaurant expenditures.

<i>Value of hotel bookings for sponsored international visitors:</i>	<i>\$7,470,982</i>
<i>Meal allowances expended in U.S. cities:</i>	<i>\$3,498,108</i>
<i>Based on government rates</i>	<i>\$10,969,090</i>

Summary of Services Provided to International Visitors in 1994:

34,258	Professional Meetings/Appointments
5,119	Sightseeing tours of U.S. cities
13,053	Home Hospitalities
3,859	Homestays
101,885	Hotel Rooms booked
459	Cancelled programs

Fee for Service Programs

Community affiliates arranged 719 programs for 5,739 international visitors.
The income received for this business in 1994 was \$320,340.

NCIV community affiliates comprise approximately 8,557 paid and unpaid staff.

Paid Staff: 227

137 Full time staff
90 Part time staff

Volunteer Staff: 8,330

478 Office volunteers
959 Programmers
6,893 Special, one-time volunteers

Explanation of Network Profile:

1. NCIV community affiliates submit reports on 1994 programs and finances in March, 1995.
2. USIA International Visitors and some other, short-term sponsored visitors are served by several NCIV community affiliates. The numbers represented indicate the number of programs arranged for visitors in those categories.
3. Numbers provided for volunteer staff apply only for the USIA International Visitor Program and are therefore conservative since affiliates serve a range of other programs, as is indicated in the Services box.
4. Cash and in-kind generated by CIVs is reported by only 2/3 of the NCIV community network and, again, is therefore a conservative estimate.

NCIV NATIONAL OFFICE SERVICES FOR MEMBERS

8/95

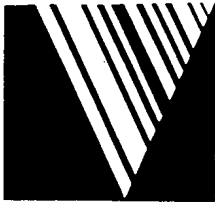
Please post this list of grants, programs and services as a reminder of relevant dates.

To reach any NCIV staff member, call 1-800-523-8101.

GRANTS	
USIA Community Support Grant	appl. mailed Dec; due Feb
Local Initiative Grant and Member Exchange Program	apply by letter; ongoing
Conference Participation Grant	checks mailed Feb 1996 (support for 1 person)

TRAINING AND NETWORKING	
National Town Meeting – Washington, DC	Spring, 1996
Training Institutes - Management Institute - Program Training Institute	variable variable
Orientation Program	program implemented monthly, Oct-Jun
Member Exchange Program	appl. mailed Spring/Summer; appl. due Spring program implemented Summer/Fall
Speakers/Consultants (funded by NCIV)	available upon request

INFORMATION SERVICES		
Resource Roundtables	meeting of program agency resource officers	quarterly
Recognition Materials - letter - Award of Appreciation	- from NCIV President, staff - for volunteers, supporters and resources	available upon request
Publications - <u>NCIV UPDATE</u> • <i>Members Memo</i> • <i>Community Calendar</i> - <u>NCIV Newsletter</u> - <u>NCIV Directory</u> - <u>NCIV Pocket Directory</u> - <u>NCIV Standards</u> - <i>Making A Difference</i> brochure - <i>ABC's of Fundraising Manual</i> - <i>Effective Board Manual</i>	contains: - current events, deadlines • CIV contact updates • CIV and community events - NCIV news, features - CIV contact, services, and resource listing - CIV listing by state - program and organization guidelines - NCIV network general description - fundraising strategies from Ex Directors - guidelines for boards	production: - monthly - periodically - biennially - Winter, Summer - ongoing - ongoing - ongoing - ongoing



National Council for International Visitors

National Policies on Diversification

Policy Statement #1

The Board of Directors of the National Council for International Visitors hereby affirms that it is the policy and practice of the National Council for International Visitors (NCIV) to ensure equal employment opportunity and affirmative action for applicants, employees, and volunteers without regard to race, color, sex, religion, national origin, age, disability, or veteran status.

Policy Statement #2

Whereas it is inherent in the mission of NCIV to provide each international visitor with an experience of the rich diversity of peoples, cultures and opinions in the United States, it therefore is the task of NCIV and its national and community affiliates to attract and nurture the involvement of individuals who are representative of the diversity of this country.

NCIV recognizes the constant opportunity to diversify participation -- particularly by ethnic minorities -- in the leadership, staffing and programs of the national office, national affiliates and community affiliates.

The involvement of individuals from diverse ethnic minorities, socio-economic groups, religions, and political viewpoints must be evident in the programs arranged for international visitors to the United States.

Specifically, African-Americans, Hispanics, Asians and Native Americans as well as people from varied socio-economic levels need to be more actively engaged in programs for international visitors. The widely diverse interests, areas of expertise, and accomplishments of individuals from these groups are to be researched and factored into the planning of programs for international visitors. Programs for international visitors should be evaluated to ensure that visitors are exposed to the diversity of Americans.

Because it is so important that NCIV, its members and programs, reflect and include the diversity of people in the U.S., the Board of Directors of NCIV urges its members:

- 1) to promote local board, staff and volunteer awareness of this diversification initiative;
- 2) to actively recruit ethnic minorities as candidates for positions at all levels, both staff and volunteer; and

- OVER -

3) to conduct outreach and planning necessary to engage individuals of various ethnic minorities and socio-economic levels in programs in professional, cultural and hospitality exchanges with visitors.

The NCIV national office will gather information from affiliates every three years about the involvement of all minorities and socio-economic groups in their leadership, staffing and programs. These findings including the accomplishments of the NCIV national office will be reported to the Board of Directors and a plan of action developed in partnership with its members to ensure continued attention to this initiative.

Board Adopted January 1992

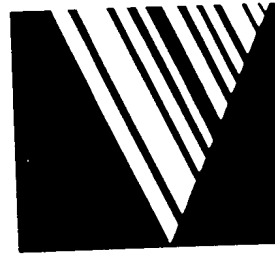
Policy Statement #3

CIVs applying to the USIA Community Support Grant Program must be implementing a board-approved plan for diversifying their boards, staff, and volunteers in order to be eligible for funding.

Board Adopted June 1993

PCT/US 00/00382

MAKING A DIFFERENCE IN THE WORLD



**NATIONAL
COUNCIL FOR
INTERNATIONAL
VISITORS**

"One of the most effective tools of American diplomacy..."

That is how American ambassadors view the work of the National Council for International Visitors (NCIV), a nationwide network of volunteers that helps future world leaders and opinion makers understand the United States and its people.

"Getting to know a continent like North America, not just through books, papers and official contacts, but by forming my own views through direct impressions and personal encounters, has been of immeasurable value to me—and I know this is also true for other people from many countries."

— Willy Brandt, former chancellor of the
Federal Republic of Germany

Since 1961 NCIV volunteers have hosted over 82,000 international leaders, including those as familiar as Margaret Thatcher, Helmut Schmidt, Julius Nyerere, Oscar Arias, Indira Gandhi and Anwar Sadat—as well as others whose names will become equally familiar in the coming years and decades.

Through NCIV these visitors have learned about life in the small towns and the big cities of America. And we have learned from them. They have sat in our living rooms, played with our children, met our friends. They have visited our schools, board rooms, farms and factories; talked with us about our jobs, our dreams, our fears. And told us of theirs.

We call it citizen diplomacy. It makes a difference in the world and in your community. It could make a difference to you.

MAKING A DIFFERENCE

The exchange of ideas between visitor and host may change a life—or a world.

- A visitor from Kenya learns of the American community college system and creates a new educational approach for his nation;

- An economic official of the People's Republic of China, impressed by his meetings with the business community in Oklahoma, opens a trade office in Tulsa;

- A U.S. Senator who met international visitors while Governor of his state calls the experience his best education in foreign policy issues;

- A father in Philadelphia credits his daughter's appreciation of other cultures and her desire to learn a foreign language to the fun she has meeting visitors;

- A city councilwoman in Arkansas says her small community has developed a new spirit of pride and cooperation by putting its best foot forward in meetings with distinguished visitors;

- A Pittsburgh volunteer has travelled the world visiting the friends she has made in 20 years of hosting foreign visitors.

A NATIONAL NETWORK

The Volunteers

NCIV involves over 800,000 Americans from all walks of life and all parts of the country. Volunteers participate in professional discussions with foreign visitors, welcome those visitors to their homes, and provide them with unique insights into the history, economy and character of their town or city.

"For 50 years, Americans throughout the United States have welcomed participants in the International Visitor Program to their communities, offices and homes. The extraordinary generosity of the American people—their willingness to share not only their knowledge and skills but also the fabric of their daily lives—has ensured the remarkable success of the International Visitor Program.

— President George Bush

A Partnership

Working with 103 local groups are the other members of the NCIV network: 38 national and international organizations that plan the visitors' overall itineraries.

This partnership among local, national and international organizations is the unique strength of the NCIV network, allowing it to respond quickly and with quality to the needs of foreign visitors and their sponsors.

The Visitors

The visitors are prominent government officials, journalists, educators, scientists, businessmen, technicians or artists. Many are chosen for participation by American ambassadors throughout the world. All will play important roles in their country's future—and in its relationships with the United States.

Idea Net 98-International
Data Exchange Network
Patent Pending 60/115,343
854

A Special Relationship

The network enjoys an historic and special relationship to two of the major public diplomatic programs of the United States, the International Visitor Program administered by the U.S. Information Agency and the Participant Training Program administered by the U.S. Agency for International Development. These programs sponsor some 25,000 prominent visitors to the United States each year.

In addition, the network of NCIV members cooperates with a wide variety of public and private organizations at home and abroad to provide professional programs and hospitality to visitors.

The National Office

"An organization which can expand, improve and coordinate citizen activities for welcoming and assisting visitors in communities throughout the country will undoubtedly contribute significantly to (our) foreign policy goals."

President John F. Kennedy, July 17, 1961
at the formation of NCIV

NCIV maintains a national office in Washington, D.C., which serves as the clearing-house for information about the network. The national office develops standards for the work of the members, conducts educational and training programs, publishes resource materials and serves as the liaison to major sponsors of visitors, including agencies of the federal government.

YOU ARE NEEDED

In addition to grants and contributions from federal, state and local government; from foundations and corporations and from individuals, NCIV's important work relies on volunteers throughout the United States.

We need and welcome your contribution of time and support. For more information and to find out how you can participate, write our national office:

National Council for International Visitors
1420 K Street, N.W., Suite 800
Washington, D.C. 20005

"NCIV's mission is to promote international understanding. In these visits we plant seeds of friendship and understanding in the hope that peace will ultimately bloom."

NCIV President Richard J. Deasy

Idea Net 98-International
Data Exchange Network
Patent Pending 60/115,343
855

PCT/US 00/00382



National Council for International Visitors
1420 K Street, N.W., Suite 800
Washington, D.C. 20005

PCT/US 00/00382

PCT/US 00/00382

**National Council for International Visitors
1997 National Conference
April 5 - 8, 1997**

PARTICIPANTS

CIV Participants

AL, Huntsville - International Services Council of Huntsville-Madison County

Conrad Eadon	Treasurer
Leah M. Engler	Board Secretary
Annelie Kelly	Board Member
Betty King Farquhar	Deputy Director
Demy D. Robley	Board President

AR, Little Rock - Arkansas Council for International Visitors

Bessy Boswell	Board Member
Daniel Coker	Board Member
Walter Nunn	Director

AZ, Scottsdale - World Affairs Council of Arizona

Cecilia Kelly	Member
Susan Reiner	Executive Director

AZ, Tucson - Tucson Council for International Visitors

Kirk Simmons	Vice President
--------------	----------------

CA, Davis - University of California - Davis

Linda Childress	Director, International Agricultural Visitors Program
-----------------	---

CA, Los Angeles - International Student Service of Southern California

Daphne Sturrock	Executive Director
-----------------	--------------------

CA, Los Angeles - International Visitors Council of Los Angeles

Janet Elliott	Executive Director
Napah Phyakul Quach	Director, International Exchange Programs

CA, Los Angeles - University of California, Los Angeles

Maria Wrigley

Director, International Visitors Bureau

CA, Riverside - International Relations Council of Riverside

Kathleen Barros

Board Chair

Gloria Beckwith

Past Board Chair

Betty Elliott

Congressional Assistant

Agnes Harris

Co-Chairman

Carolyn Knight

Secretary/Programmer

CA, Sacramento - Sacramento Council for International Visitors

Christine Kockinis

President/Director

Virginia Neil

Secretary

CA, San Diego - International Visitors Council of San Diego

Bob Acker

Program Coordinator

Rolf Haas

Secretary

Daga Krackowizer

President

CA, San Francisco - International Diplomacy Council

Frances Barbour Hayden

Senior Program Officer

Martha Hertelendy

Jessica Nelson

Manager - Membership and Volunteers

Yoshiko Oshida

Director of Professional Programs

Terry Vogt

Board Chair

Kit Wallace

Executive Director

CA, San Jose - World Forum of Silicon Valley

Jacklyn Cahill

Co-Director

Marjorie McCarthy

Co-Director

CA, Santa Ana - International Visitors and Protocol Foundation

Diana Lindersmith

Executive Director

Lee Ross

Program Coordinator

CA, Stanford - Bechtel International Center, Stanford University

Kerstin Lindblom Program Director

CO, Boulder - Boulder Council for International Visitors

Anthony Riddle Treasurer
 Dorothy Riddle Co-Chair

CO, Denver - Institute of International Education

Polly W. Cox Administrator

CT, W. Hartford - World Affairs Council

Marjorie D. Anderson Executive Director
 Walter J. Murphy

CT, Westport - International Hospitality Committee of Fairfield County

Alexander S. Babkin Member
 Galina A. Babkin Member
 Alexandria Faiz Member
 Mary LaChapelle Norwalk Chairman
 Mary Marquardt Member
 Virginia Ruebensaal President, UNA
 Ruth Steinkraus-Cohen Chairman

DE, Wilmington - Delaware Council for International Visitors

Taki Andriadis Vice President
 Kim Burdick Assistant Programmer
 Lori Englehart Board Member
 Nancy Green President
 Justine Mataleno Board Member
 Veronica Matthews Eid Past President
 John Pastor Board Member

FL, Jacksonville - International Resource Center of Jacksonville

Cathy Dilley Administrator
 Judy Sweeney Volunteer

FL, Melbourne - Florida Space Coast Council for International Visitors

Gene Davis

President

FL, Miami - Miami Council for International Visitors

Terry Hammes

Director

Alex Miller

President

GA, Atlanta - Georgia Council for International Visitors

Helen Arroyo

Director of Programs

Carol Emmons

Executive Director

Kate Shropshire

Program Coordinator

HI, Honolulu - East-West Center International Visitors Program

Sarah Vann

Executive Director

IA, Des Moines - Iowa Council for International Understanding

Melanie Egii

Assistant to the Director

Barbara Mathias

Associate Director

Ann Schodde

Executive Director

Jennifer Smyser

Project Coordinator

IA, Iowa City - Council for International Visitors to Iowa Cities

Thomas Baldrige

Executive Director

Jeanne Cadoret

President, Board of Directors

Harrison Kane

Secretary

IL, Chicago - International Visitors Center of Chicago

Susan Camenisch

Program Coordinator

Jennifer Lundeen

Development Director

Mary Pat Power

Executive Director

IL, Freeport - Freeport Area International Visitors Council

Quincy Carter	Board Member
Jan Hagemann	Board Member
Leland Otte	Board Member/Programmer
Nancy Otte	Executive Director/Programmer
Larry Rath	Chairperson

IL, Geneseo - Geneseo International Thanksgiving Fellowship Program

Rebecca Jallo	Board Member
Margo Schillinger	Member

IL, Paris - International Thanksgiving Fellowship Committee

Linda Barrett	STV Contact/Coordinator
Linda White	President

IL, Springfield - Springfield Commission on International Visitors

Gail Record	Commission Member
-------------	-------------------

IL, Sterling - Rock River Valley International Fellowship Committee

Linda Kim	Programmer
Doretta Lathrop	Chairman/Programmer
Marian Patterson	Host Family/ Programmer

IN, Indianapolis - Indiana International Council

Bette Emry	Board Vice President
Rega Harte	Board Secretary

KY, Louisville - Louisville International Cultural Center

Deanna Pelfrey	Board Member
Jeannie Treitz	Public Relations Officer

LA, New Orleans - Council for International Visitors of Greater New Orleans

Dana Criswell	Executive Director
Rosmarie Fowler	Senior Program Officer
Sue Hunter	Program Officer
Rick Normand	President

MA, Boston - Boston Center for International Visitors

Tish Callanan	Executive Director
Nancy Ross	Director of Visitor Programming
Christi A. Sprunger	Director of Membership & Marketing

MA, Cambridge - Harvard University

Elizabeth Shade	Administrator, IVP
-----------------	--------------------

MA, Springfield - World Affairs Council of Western Massachusetts

Surekha Adya	Vice President
Sue Root	Executive Director

MA, Worcester - International Center of Worcester

Carol Lambert	Secretary
Deborah G. Nurse	President

MD, Baltimore - World Trade Center Institute

Andrea Davidson	Program Manager
Penelope Menzies	Executive Director

ME, Portland - World Affairs Council of Maine

Patty Williams	Board Chair
----------------	-------------

MI, Ann Arbor - International Center, University of Michigan

Brigitte Maassen	International Visitor Coordinator
------------------	-----------------------------------

MI, Detroit - International Visitors Council of Metropolitan Detroit

Zeinab E. Abdelkarim	Executive Assistant
Rosalind Caldwell-Jones	Volunteer/Host
Julie Oldani	Executive Director

MN, Minneapolis - Minnesota International Center

Carol Engebretson Byrne	Executive Director
Naomi Loper	Director, Professional Exchange Program
Laura Merriam	Board Member
Emily Anne Tuttle	President

MO, Kansas City - International Visitors Council of Greater Kansas City

Mary Adie	Executive Director
Frances Hawk	Programmer
Heinz Wehner	President

MO, St. Louis - World Affairs Council of St. Louis

Maleaner Harvey	Director, IVP
Robin Hattori	Program Assistant

MS, Jackson - The International Visitors Center of Jackson

Jennifer Dorsey	Program Officer
Ally Mack	President

MT, Bozeman - Montana Center for International Visitors

Wendy Bay Lewis	Executive Director
-----------------	--------------------

NC, Charlotte - Charlotte Council for International Visitors

Catherine Hansen	Director
------------------	----------

NC, Greensboro - Piedmont-Triad Council for International Visitors

Candace Austin	Executive Director
Brooks Westwater	Board Member

NC, Research Triangle Park - International Visitors Council

Carolyn Lantz	Executive Director
Stacy McArthur	Director of Programs
Katie Shanahan	Program Coordinator

ND, Minot - Minot Area Council for International Visitors

Paula Dunn	Program Coordinator
Roxanne Olson	Executive Director

NE, Lincoln - Mayor's Committee for International Friendship

Elveda Elznic	Office Manager
Dolores Mather	Program Trainer
Marcia McClurg	
Betty Stukenholtz	President
Carmelee Tuma	Executive Assistant to Mayor

NE, Omaha - Kiwanis Club of Omaha, Inc.

John Bruns	International Visitors Chairman
------------	---------------------------------

NM, Albuquerque - Albuquerque Council for International Visitors

Jack Newman	President
-------------	-----------

NM, Santa Fe - Santa Fe Council on International Relations

Antoinette Almeida	Executive Director
--------------------	--------------------

NV, Reno - International Visitors Council of Northern Nevada

Gordon Powers	Co-President
Richard Siegel	Co-President

NY, Buffalo - Council for International Visitors of Buffalo and the Niagara Region

Anita Kohn	Past President
Sharon Lindquist	President

NY, Rochester - Rochester International Friendship Council

Rainy Beckett	Executive Director
---------------	--------------------

NY, Syracuse - International Center of Syracuse

Teresita G. Bernales	Board Member
Tom Palmer	Board Member
Michael Smithee	President

OH, Akron - Akron International Friendship

Glenn Mayes	Co-President
Grace Mayes	Co-President

OH, Cincinnati - International Visitors Council of Greater Cincinnati

Lene Cole Taylor	Program Manager
Phyllis Layton	Executive Director
Karen Partridge	Program Manager

OH, Cleveland - Cleveland Council on World Affairs

Wafaa Chafi	Co-Chair - Link Program
Virginia Di Padova	Chair - IVC
Wanda Lee Finley	Volunteer Programmer
Christine Lucas	Senior Program Officer
Cheryle Mackie	Co-Chair - Int'l Women's Group
Roberta Mancini	
Bobbie Wiley	Volunteer

OH, Columbus - International Visitors Council

Steven H. Abels	Program Director
Josh M. Davda	VP, Board of Trustees
F. David Resch	President
Kevin R. Webb	Executive Director

OH, Toledo - International Institute of Greater Toledo

Letty Snyder	Board Member
Sam Snyder	Board President

OK, Oklahoma City - Oklahoma City International Visitors Council

Olga Aceska	Volunteer Programmer
Kay Bickham	Chair
Connie Shelton	

OK, Tulsa - Tulsa Global Alliance

Donna Briggs	Executive Director
Cristina Smith Williams	Program Director
Carolyn Tenney	VP - Adult Programs

OR, Portland - World Affairs Council of Oregon

Wendy Amin	Director - IVP
Sandra Evans	Assistant Director - IVP

PA, Philadelphia - International Visitors Council of Philadelphia

Nancy Gilboy	Executive Director
--------------	--------------------

PA, Pittsburgh - Pittsburgh Council for International Visitors

Frances Cohen-Knoerdel	Board Member
Kara Miller	Program Director
Gail Shrott	Executive Director

RI, Newport - Council for International Visitors

Karen Antons	
Roy Callahan	Treasurer
Anne H. Huot	Board Member
James E. Sorrell	President
Tari Sorrell	Board Member

RI, Providence - World Affairs Council of Rhode Island

Catherine Hoye	Programmer
Jean Keith	Programmer

SC, Charleston - Charleston Council for International Visitors

C. Andrea Boshamer	Communications Manager
--------------------	------------------------

SC, Columbia - Columbia Council for International Visitors

Donald A. Caughman	Volunteer
--------------------	-----------

TN, Memphis - Memphis Council for International Visitors

Percy A. Brown	Co-Chair
Stephen Haley	Co-Chair

TX, Austin - International Hospitality Council of Austin

Mary DeFerreire	Board Director
Burrell D. Johnston	President
Juliet U. King	Board Director

TX, Dallas - Dallas Committee for Foreign Visitors

Ross Brannian	Program Coordinator
Joel Chusid	Member
Janie Crutcher	Chairman, Home Lodging
Lorinne Emery	Chairman
Ina Gillespie	
Helen Routt	Treasurer
Patricia Savidge	Volunteer

TX, El Paso - El Paso Council for International Visitors

Liz Jackson	Board Member
Ron Jackson	President

TX, Fort Worth - Greater Fort Worth Council on World Affairs

Jennifer Monje	Programmer
Tracey Smith	

TX, Houston - Institute of International Education - Southern Region

Heidi Heinz	Coordinator, IVP
-------------	------------------

TX, San Antonio - San Antonio Council for International Visitors

Ben Bernard Buecker	Chairman
Janie Groves	Board Member
Angelika Jansen-Brown	Board Member
Irma F. Reyes	Program Chairman

UT, Salt Lake City - International Visitors - Utah Council

Rhonda Berg	Executive Director
Jeanne Nixon	Assistant Director

VA, Richmond - Greater Richmond Council for International Visitors

Cricket White	Secretary
---------------	-----------

WA, Seattle - World Affairs Council

Paul Schwabe	Director
--------------	----------

WI, Milwaukee - International Institute of Wisconsin

Amy J. Dorava	Program Assistant
Alexander P. Durtka	President
Meribeth Waldrop	Program Assistant

Program Agency and Other Conference Participants

Academy for Educational Development

Beverly H. Attallah	Director, International Visitor Exchanges
Jennifer Brinkerhoff-Zengue	Program Assistant
Kyeh Kim	Program Assistant
Sandra Lauffer	Vice President, Int'l Education and Exchange Programs
Mary Bridget O'Keefe	Program Assistant
Lori Obert	Program Assistant
Lisbeth Thompson	Senior Program Officer

African-American Institute

Jerry L. Drew	Vice President
Patricia O. Ferguson	Arrivals Coordinator
Abdul Rahman Lamin	Program Assistant
Obie Shaw	Program Officer
Aleta J. Williams	Senior Program Officer

Association for International Practical Training

Miranda Crowl	Program Manager
Dyell Martin	Administrative Assistant

The Atlantic Council of the United States

Karen Sutter	Associate Director - Atlantic - Pacific Program
Theoni Xintaris	Assistant Director - Atlantic - Pacific Program

Delphi International

Brent Anderson	Program Associate
Deanna Douglas	Program Associate
Gwendolyn Effinger	Program Associate
Marta Etienne	Manager for International Visitors
Amal Morcos	Program Associate
Dorothy Myers	Program Associate

Delphi International (continued)

Marilyn Saks-McMillion	Senior Program Associate
Rebecca Sholes	Program Associate
Peter Simpson	Senior Manager - Grants Admin.
Michelle Szepansky	Program Associate
Chris Tejirian	Program Associate

Department of State, Commonwealth of Puerto Rico

Lelis Y. Flores	International Exchange Officer
Ken Oliver-Mendez	Assistant Secretary of State
Jose Eduardo Rey	International Exchange Specialist

E-Square, Inc.

Akram Elias	President
-------------	-----------

Eisenhower Exchange Fellowships

Diana Harding	Director of Programs
Pat Karvounis	Vice President - Program

Eurocentres

Diane Vespucci	Student Services Director
----------------	---------------------------

Indiana University, International Programs

Edda G. Callahan	Assistant to the Dean
------------------	-----------------------

Institute of International Education

Feroza Allee	Program Officer
Lana Bian	Senior Program Officer
Angela Bond	Senior Program Associate
Jennifer Cinelli	Senior Program Associate
Anne Elvin	Senior Program Officer
Allison Annette Foster	Program Officer
Jill D. Griffith	Program Associate
Barbara P. Gumbiner	Director, PEP
Lynn Harmon	Assistant Director
Eurica Huggins-Axum	Program Officer
Daniel P. Klass	Program Associate
Wally Mertes	Senior Program Officer

Institute of International Education (continued)

Cheryl Sentino	Program Associate
Jeanne Thum	Administrative Officer
Holly H. Van Fleet	Program Officer
Eric W. Welch	Program Associate
Lisa Wood	Senior Program Officer

Japan Productivity Center for Socio-Economic Development

Hiroshi Shinoda	Program Officer
Masoshi Yokota	Program Officer

Meridian International Center

Linda Beach
Ellen Blalock
Sylvia Bosak
Susan Cabiati
Victor Chudowsky
Joanne Clark
Susan Clot de Broissia
Henry Collins
Becca Durbin
Nancy Fearheiley
Sara Ford
Richard Fox
Pat Kowall
Lisa Kulish
Kim Kusek
Sandy MacDonald
Julie McMorine
Malcolm Peck
Nicole Reed
Richard Rodgers
Sabrina Simpson
Lore Starr
Steve Telkins

Mobility International USA

Susan Sygall	Executive Director
--------------	--------------------

NCIV

Roberto Berry	Board Member
Bruce Buckland	Board Chair
Bill Carter	Board Member
Margaret Dockery	Vice Chair of the Board
Jim Falk	Board Member
Marion Hook	Board Secretary
Arlene Jackson	Board Member
Sandra Madrid	Board Member
Alberto Mora	Vice Chair of the Board
Lilia Parsons	Board Member
Nancy Reed	Board Member

Partners for International Education and Training

Barbara Kearney	Resource Officer
-----------------	------------------

Phelps Stokes Fund

Jean Berger	Program Officer
Orlando Crosby	Program Assistant
Beth Hoffman Lopez	Program Officer
Stafford Kay	Director of Programs

Resource Planning Associates, Inc.

Dolores McCarly	President
-----------------	-----------

The University of Texas - Pan American

Bret L. Mann	Associate Executive Director
--------------	------------------------------

U.S. Department of State - Language Services

Erica Ginsberg	Assigning Officer
Gail A. Hansberry	Escort Officer
George Nassif	Escort Interpreter
Betsy Stolaroff	Escort Officer
Wanda A. Tucker	Assigning Officer

USDA Graduate School

David Bachman
Carol Grabauskas

Program Officer
Group Project Manager

World Affairs Council of Greater Richmond

Kendra Marshall
Diane Mayers

Executive Assistant
Executive Director

World Learning

Sora Friedman
Jerrold Keilson
Sam Mariam

Program Coordinator
Director, Training & Education
Program Coordinator

Youth for Understanding

Karissa Silver

Please refer to your NCIV Pocket Directory for complete addresses of NCIV members.

**National Council for International Visitors
1997 National Conference
April 5-8, 1997**

USIA PARTICIPANTS

Christina Anchia
Grant Programs Division
American Republics Branch

Janet Beard
Group Projects Division

Mary Theresa Blatt
Grant Programs Division
East Asia Branch

Eileen Connolly
Voluntary Visitors Division
Africa, Europe Branch

Lucia Curtis
Grant Programs Division
American Republics Branch

Mona Esquetini
Grant Programs Division
American Republics Branch

Audrey Ford
Grant Programs Division
Africa Branch

Charles Graham
Grant Programs Division
North Africa, Near East, South Asia

Kim Havenner
Grant Programs Division
Europe Branch

John Anderegg
Grant Programs Division
East Asia Branch

Margery Benson
Group Projects Division

Michael Cain
Voluntary Visitors Division - American
Republics, East Asia, Near/South Asia
Branch

Marcie Cossa
Community Relations Division
Program Resources Branch

Sarah Dupree
Grant Programs Division
American Republics Branch

Nancy Falne
Grant Programs Division
Africa Branch

Colleen Fowler
Group Projects Division

Veronica Hall
Grant Programs Division
East Asia Branch

Missy Hess
Grant Programs Division
American Republics Branch

Sally Hodgson
Voice of America - Broadcasting

Mary Jeffers
Grant Programs Division
Africa Branch

Hattie Jones
Community Relations Division

Kimberly King
Grant Programs Division
East Asia Branch

Paul Kreutzer
Group Projects Division

Haynes Mahoney
Grant Programs Division
North Africa, Near East, South Asia

Carmen Marrero
Community Relations Division
Program Resources Branch

Barbara Middleton-Kidwell
Grant Programs Division
East Asia Branch

Susie Nixon
Community Relations Division

Linda Piccirilli
Voluntary Visitors Division
Africa, Europe Branch

Mary Ann Ignatius
Grant Programs Division
Africa Branch

Theresa Johnson
Voluntary Visitors Division - American
Republics, East Asia, Near/South Asia
Branch

Shalita Jones
Community Relations Division
Program Resources Branch

Sarah Knott
Grant Programs Division
Africa Branch

Susan Lockwood
Group Projects Division

Lani Makhholm
Voluntary Visitors Division
Africa, Europe Branch

Rhonda Martin
Voluntary Visitors Division - American
Republics, East Asia, Near/South Asia
Branch

Aman Momin
Community Relations Division
New York Reception Center

Marta Pereyma
Grant Programs Division
East Asia Branch

Bobby Pickett
Voluntary Visitors Division - American
Republics, East Asia, Near/South Asia
Branch

Gregory Pirio
Voice of America - Broadcasting

James Pollock, Deputy Director
Office of International Visitors

Barbara Reed
Grant Programs Division
Africa Branch

Brooks Robinson
Office of African Affairs

Jody Rose Platt
Voluntary Visitors Division
Africa, Europe Branch

Beth Rule
Voluntary Visitors Division

Barbara Sagan
Community Relations Division
Program Resources Branch

Olive Sampson
Community Relations Division
Program Resources Branch

Paul Shapiro
Community Relations Division

Donna Sherriffs
Community Relations Division
New York Reception Center

Alice Shifflett
Grant Programs Division
North Africa, Near East, South Asia

Rhonda Shore
Grant Programs Division
Europe Branch

Helen Szpakowski
Grant Programs Division
Europe Branch

Charlotte Titus
Grant Programs Division
Europe Branch

Loida Velilla
Voice of America - Broadcasting

Jimmye Walker
Community Relations Division
New York Reception Center

Essie Wilkes-Scott
Grant Programs Division
American Republics Branch

Min Yao
Community Relations Division
Program Resources Branch

USIS PARTICIPANTS

Rasa Baukuviene
USIS Vilnius

Gabrela Bolanos Riggioni
USIS San Jose

Aich Bouhllab
USIS Rabat

Shirley Brenes Pachet
USIS San Jose

Eduardo Gomez
USIS Buenos Aires

Harka Gurung
USIS Kathmandu

Shaif Al Hamdany
USIS Sanaa

Lilla Matos
USIS Budapest

Belsi Medina
USIS Panama

Maria Teresa Montiel
USIS Managua

Than Than Nwe
USIS Rangoon

Uchendu Oji
USIS Lagos

Nata Panchulide
USIS Tbilisi

Lise Pun Sin
USIS Port Louis

Chau Sa
USIS Phom Penh

Klaas Skosana
USIS Pertoria

Visoun Souvannavong
USIS Vientiane

Nuray Sueri
USIS Istanbul

Zhou Yue
USIS Beijing

1997 NCIV NATIONAL CONFERENCE
EXHIBITORS

SUNDAY, 8:00 A.M. - 6:30 P.M.
MONDAY, 8:00 A.M. - 4:30 P.M.
TUESDAY, 8:00 A.M. - 3:00 P.M.

WOODLAWN ROOM

- WORLD AFFAIRS COUNCIL OF MAINE &
DEPARTMENT OF STATE, COMMONWEALTH OF PUERTO RICO
- ROCK RIVER VALLEY INTERNATIONAL FELLOWSHIP COMMITTEE
- MERIDIAN INTERNATIONAL CENTER & ASSORTED FLYERS
- SOUTH CHINA SEAS *
(*PLEASE NOTE THAT THIS VENDOR WILL EXHIBIT ONLY ON SUNDAY)

EAST ROOM

- DELCIV (DELAWARE COUNCIL FOR INTERNATIONAL VISITORS)
- FREEPORT AREA INTERNATIONAL VISITORS COUNCIL
- IOWA COUNCIL FOR INTERNATIONAL UNDERSTANDING
- INSTITUTE OF INTERNATIONAL EDUCATION
- WORLD LEARNING
- NCIVISITS: ARGENTINA & CHILE

BALLROOM FOYER

- UNITED STATES INFORMATION AGENCY
- NATIONAL GUARD BUREAU
- CIV OF GREATER NEW ORLEANS &
CIV OF BUFFALO AND THE NIAGARA REGION
- PHELPS STOKES FUND &
INTERNATIONAL RELATIONS COUNCIL OF RIVERSIDE, INC
- AFRICAN AMERICAN INSTITUTE &
COUNCIL FOR INTERNATIONAL VISITORS (NEWPORT, RI)
- ACADEMY FOR EDUCATIONAL DEVELOPMENT
- DELPHI INTERNATIONAL
- AMERICAN EXPRESS
- REITER'S SCIENTIFIC AND PROFESSIONAL BOOKS *
(*FRANCES HESSELBEIN AND ROGER AXTELL WILL BE SIGNING BOOKS AT THIS EXHIBIT
FOLLOWING THEIR SESSIONS)

NCIV NATIONAL OFFICE SERVICES FOR MEMBERS

If you have questions about these grants, programs, and services, contact any NCIV staff member, at 800-523-8101.

GRANTS	
USIA Community Support Grant	guidelines mailed in January; due in February
Member Exchange Program/Local Initiative Grant	apply by letter; ongoing
Conference Participation Grant	checks mailed in January (support for 1 person)

TRAINING AND NETWORKING	
National Conference -- Washington, DC	April 5-8, 1997
Regional Meetings	one per year
Training Institutes - Management Institutes - Program Training Institute	variable, usually one Institute per year
Orientation Program	in Washington, DC for CIV staff; monthly, October - June

INFORMATION SERVICES		
Program Agency Roundtables	meeting of program agency personnel	quarterly
Recognition Materials • letter • awards of appreciation	- from NCIV Executive Director, staff - for volunteers, supporters and resources	available upon request
Publications: • <i>NCIV Network News</i> • <i>NCIV Pocket Directory</i> • <i>NCIV Standards and Guidelines</i> • <i>Making a Difference in the World</i> • Nonprofit Training Manuals - <i>The Effective Board</i> - <i>ABCs of Fundraising</i> - <i>A Public Relations Primer</i>	contains: NCIV news, features, current events, deadlines, CIV contact updates, CIV and community events Membership Directory including CIV listings by state program and organization standards and guidelines NCIV general brochure nonprofit organization management information specifically tailored to the NCIV network	production: monthly yearly periodically periodically one time only, copies available to members upon request

NCIV Town Meeting II

Objectives:

The purpose of the town meeting process is to determine:

- 1) What needs to be done to improve the functioning of the NCIV Network,
- 2) How it can be done,
- 3) By whom, and
- 4) On what time schedule.

Process (Agenda):

- | | | |
|------|---|----------------------|
| I. | Review of 1996 Town Meeting (I) | <i>5-7 minutes</i> |
| II. | Discussion of Goals for this Town Meeting (II) | <i>5-8 minutes</i> |
| III. | Open discussion of current issues not included
in Discussion Topics listed below | <i>15-20 minutes</i> |
| IV. | Break into Discussion Groups | <i>30 minutes</i> |
| V. | Groups report back to the Town Meeting | <i>20-35 minutes</i> |

Process (Narrative):

After a brief review of the results of the first Town Meeting, there will be a period of open discussion on current issues facing the network. We will then break into smaller working groups to identify and frame issues facing the network, and formulate strategies to address them. Resolutions and/or suggestions will be drafted on worksheets provided at each of the tables. There will be a short period for groups to 'report back' to the assembly.

Topics for Town Meeting II were solicited by the 1997 Conference planning committee via conference registration, and form the basis of the agenda. At the beginning of the meeting, participants will be encouraged to form working groups by choosing to sit at one of the following discussion tables:

Local Fund Raising (2 tables)	Community Support Grant (2 tables)
Fee-for-Services (2 tables)	Programming (2 tables)
CIV Local Membership (2 tables)	Publicity (2 tables)
USIA (2 tables)	Partnership (1 table)
Evaluation & Feedback (1 table)	Computers & Technology (1 table)
Miscellaneous (1 table)	

Worksheets from Town Meeting II will be compiled into a report to be presented to the NCIV Board for consideration as talking points for its strategic planning process. Those interested in volunteering on a follow-up committee will have the opportunity to sign up at the Town Meeting. Their names will be recommended to the NCIV Board for follow-up committees as needed.

SUMMARY OF FOLLOW-UP TO TOWN MEETING I

Process:

1. The suggestions made at the first Town Meeting were summarized and organized by Richard Cook, NCIV Board Member, into categories. Via conference call, the Town Meeting Committee prioritized the categories, and formed the following working groups with leadership assignments as noted below. A summary of the preliminary reports of these groups is attached. (Full text of the reports is available on request.)
 - A. Program Improvement - Ann Schodde
 - B. NCIV Role - Sue Hunter, Gail Shrott, Nancy Gilboy
 - C. Measurement of Program Quality - Kara Miller
 - D. Interaction with Program Agencies - George Stokes
 - E. Funding Availability - Marion Hook
2. Notes: (See "Summary of Follow Up to Town Meeting I" below)
 - a. Work from the "Measurement of Program Quality and Impact" group has formed the basis for the "Evaluation: Measuring the Success of the IV Program" workshop scheduled for Sunday, April 6, 2:30 - 4:00 p.m.
 - b. The preliminary study that was proposed by the "NCIV General Role" working group has been completed and will be used at "The Key to New Business Workshop" on Sunday, April 6 from 4:30 - 6:00 p.m.

A. Strengthening Program Capability - General Program Improvement

Working Group:

Paul Schwabe (Seattle), George Stokes (IIE) Ann Schodde (Des Moines), Tom Baldrige (Iowa City), Jayne Bell (Chicago), Wendy Amin (Portland), Tania Beil (Chicago)

Objectives:

Strengthen the effectiveness of programs through visitor selection and program planning processes and implementation.

Process:

Selection/Recruitment of International Visitors

Selection of visitors by the posts is relatively efficient and effective. Some logistical recommendations to USIA could make the work of CIVs more effective and programs better:

1. Reduce the time of DC visit and increase days in CIV cities.
2. Alert CIVs earlier regarding visitors' objectives.
3. Provide cables before and after visits -- include more information and make them easier to read.
4. If visitors are not meeting objectives, it is essential that escorts notify CIVs before arrival.
5. Provide a process by which CIVs can submit information directly to USIA on the areas of the

world and kinds of visitors the CIVs want to have in their communities. This request is critical to CIVs seeking support from local and state businesses and corporations for funding.

6. Increase the number of visitors from the private sector in all countries where a private sector is clearly viable and functioning.

Program Planning Processes & Implementation

1. Broaden the objective of the IVP from 'creating a shift in attitude' to include CIV community interests and economic/business interests
2. Encourage more business exchanges directly via USIA Programs rather than other programs.
3. CIVs should be encouraged to seek visitors by promoting their resources and capabilities.
4. Consider more funds for CIV technology training and purchase of technical equipment so that the entire network can communicate NCIV resources to PA's and USIA electronically.
5. Provide more opportunities for CIVs and resource personnel at the community level to go abroad. Improve the IV program with follow-on exchange opportunities for Americans.
6. Encourage communities to suggest themes to USIA for group projects. Get CIVs more involved in the planning process.
7. Encourage Web pages as a means of optimizing communication.

B. General NCIV Role

Working Group:

Nancy Gilboy (Philadelphia), Gail Shrott (Pittsburgh), Sue Hunter (New Orleans)

Objective:

Strengthen NCIV's role in coordinating and supporting the network through: 1) National Public Relations, 2) Marketing Services, and 3) NCIV In-House Services.

Process:

National Public Relations

1. Produce an effective national public relations effort to raise awareness of the NCIV network, USIA's work and the impact of the International Visitor Program
2. Investigate NCIV's becoming a client of the National Advertising Council.
3. Develop Public Service Announcements to attract experts in communities to meet with IVs.
4. Develop sample public relations materials, story ideas and a strategy for local PR

Marketing Services

Develop a mechanism by which NCIV may gather the information about the capabilities of the CIVs so that a brochure may be developed to market them.

Completed: Consulted a representative of Duquesne University Graduate School of Business Administration about the need for an assessment of the capabilities of the NCIV Network.

1. Preliminary form was included in the July Member Memo asking members to indicate

- whether they are interested in marketing their services to non-USIA sponsored visitors.
2. Respondents were contacted by graduate business students from Duquesne University who will design and conduct a capability study for the NCIV network.
 3. Information from this report can be used to prepare a brochure or homepage to market the network as a whole.

Note: Preliminary Study is done, and will be used at "The Key to New Business Workshop" on Sunday, April 6 from 4:30 - 6:00 p.m.

In-House Services

1. NCIV should assume responsibility for determining, monitoring, and enforcing Standards for CIVs, and extend Standards to include relationships with National Programming Agencies. Establishing a Mediation Board to serve on an as-needed basis for disputes is also recommended.
2. NCIV should place emphasis on strengthening local boards.
3. Evaluate and possibly redesign Resource Round Table (in process).
4. Evaluate contents and circulation of national mailings. Continue efforts to cut down on paperwork and postage (action in progress.)
5. Evaluate resource management of all elements of NCIV staff time and money.

C. Measurement of Program Quality and Impact*

Working group:

Ellen Blalock (Meridian International Center), Carolyn Lantz (USIA), Kara Miller (Pittsburgh), Sherry Mueller (NCIV)

Objectives:

To provide a predictable, uniform system for evaluating the specific programs provided by the CIVs as they relate to program objectives and expectations. The system must provide timely, useful feedback to CIVs, programming agencies and USIA.

Process:

1. Identify what is currently being done at all levels in terms of evaluation and monitoring.
2. Determine the goals of evaluative information.
3. Determine the kinds of information that must be collected to achieve these goals.
4. Create a standard evaluation form that may be completed by all visitors.
5. NCIV must begin a dialogue with USIA in order to understand the Government Performance and Results Act of 1993 (GPRA) and the impact it will have upon program evaluation.
6. Create model evaluation forms that may be used by all professional and home hospitality hosts.
7. Determine a realistic system for sharing information.
8. Determine what kind of long-term evaluation may be done and how.

Note: Steps 1-4 have been completed, and a detailed report written by Kara Miller (Pittsburgh) is available from NCIV.

See also, "Assumptions About Evaluation"
compiled by Sherry Mueller and Carolyn Lantz, August 1995

Additional Comments

Ideally, communities need to be able to measure outcomes. This includes attempting to measure changing perceptions as well as economic impact (the dollars generated by the program through future exchanges, business or travel that result from an International Visitor's experience in a given community). Furthermore, evaluative information needs to act as marketing tool for both USIA and CIVs. This committee understands some members of the network may find the proposed system for program evaluation somewhat contentious. The goal of the system is 1) to improve overall programs; and, 2) to prove that the IV Program has a positive impact on all of our communities. Each CIV should be reminded that without proof of the positive impact of the IV Program, USIA has a more difficult time justifying the funds spent on it. Effective evaluative information can only serve to strengthen the IV Program and the NCIV network.

*** Work from this group has formed the basis for the "Evaluation: Measuring the Success of the IV Program" workshop scheduled for Sunday, April 6, 2:30 - 4:00 p.m.**

D. Interaction with Program Agencies

Working group:

George Stokes (IIE), Kathleen Barros (Riverside), Christine Lucas (Cleveland)

Steps:

1. **Program agencies should only send cables to CIVs if requested.** It is more important for Posts to improve the initial information about visitors' interests and objectives.
2. **The role of escort-interpreters (E/Is) needs to be clarified** from the Language Services Division at the State Department. Better training needs to be given. Emphasis needs to be placed on standardizing procedures and that E/I's play a support role for the program. Improved and increased communication needs to be practiced by E/Is.
3. **Program agencies' program design needs to be standardized.** Expectations of CIVs and constraints on them need to be recognized in light of demands placed on them. For example, many changes may occur between the time a proposal is written and the time the program is implemented. Therefore, program agencies should not demand that specifics, such as high profile names, be included. CIVs cannot promise and therefore cannot always deliver on this. Further, program agencies should not include information in a proposal or program which has not previously been agreed upon. Program agencies should recognize the differences between CIVs who have paid staff and some volunteers, and those who are all-volunteer councils/committees.
4. **Understanding of roles:** Just as some CIV personnel have exchanged with each other, and CIV persons and program agency persons have exchanged, consideration needs to be given to CIV persons exchanging with USIA staff in Washington as well as with USIS staff in their posts. As one puts it "....to walk in the shoes of..."

E. Alternative Funding/Community Support Grant

Working Group:

Kathleen Barros (Riverside), Jim Falk (Houston), Resa Hendrix (Columbus), Marion Hook (Freeport), Carmen Marrero (USIA), Olive Sampson (USIA), Julie Snyder Denton (NCIV)

Objective:

For NCIV network members to develop and maintain sources of funding for themselves that will enable them, at a minimum, to meet USIA objectives and to maintain acceptable financial controls. Included, in order of importance, are to a) enhance funding from a variety of sources of the IV and other international exchange programs handled by network members; and, b) maximize the impact of the Community Support Grant on the successful, continuing achievement of USIA objectives.

I. Enhance Funding From a Variety of Sources

1. Each network member should define operating, organizational and financial needs in conjunction with a capability study for the network.
2. Identify current and potential funding sources at the national and local CIV level.
3. Develop national and local strategies to link current or potential network activities with funding sources that might have a mutual interest.
4. Develop a strategy to identify and acquire training and resources needed to enhance fund raising capability within the network.
5. Follow-up tracking of visitors should be done by individual CIVs. NCIV should remind CIVs about "Facilitated Assistance" (which some CIVs call reciprocal visits) a service available through USIA.
6. Sending IVs which meet the CIV needs to raise money in a community must be done with caution so CIVs do not supersede the mission of the IV program in a well-meaning attempt to fund their organization.

II. Maximize the impact of the Community Support Grant

The group did give feedback to USIA and NCIV staff regarding changes for the 1997 application. This is reflected in several changes to the application process:

One was an increased maximum level of funding for all-volunteer organizations. Another change regarded the re-categorization of organizations from all-volunteer to paid staff. It was determined that organizations must first self-support their decision to move from all-volunteer to paid staff. It was originally thought that this time period would be 24 months, but based on feedback from the task force it was changed to 12 months.

The formula for calculating grant ranges was also changed. This was a direct result of feedback in general at the first Town Meeting and subsequent feedback from this working group.

1997 NCIV NATIONAL CONFERENCE



Conference Evaluation Form

Please take a few minutes to complete this evaluation form ***before you leave for home***. Drop the form in the box on the Registration Desk. If the form accidentally travels home with you, please return it via FAX (202/289-4625) to NCIV by **Friday, April 11**. Your feedback is important to the NCIV network! NCIV and USIA staff, as well as the National Conference Planning Committee, will read your comments and consider them carefully when planning the next Conference.

Key: 1 = excellent
2 = very good
3 = fair
4 = poor
5 = very poor
N/A = Not applicable, no opinion, no means of judging

Please circle a number to rank the following Conference components as shown, and write your comments in the space below:

Overall Quality of Conference

1 2 3 4 5 N/A

Quantity and Quality of Networking Opportunities

1 2 3 4 5 N/A

Overall Effectiveness of Conference Learning Opportunities

1 2 3 4 5 N/A

Hotel

Sleeping rooms

1 2 3 4 5 N/A

Meeting rooms

1 2 3 4 5 N/A

Hotel meals

1	2	3	4	5	N/A
---	---	---	---	---	-----

Hotel staff service

1	2	3	4	5	N/A
---	---	---	---	---	-----

Hotel location

1	2	3	4	5	N/A
---	---	---	---	---	-----

NCIV Services

Registration process

1	2	3	4	5	N/A
---	---	---	---	---	-----

Registration packet

1	2	3	4	5	N/A
---	---	---	---	---	-----

NCIV Staff, Planning Committee and Board availability during Conference

1	2	3	4	5	N/A
---	---	---	---	---	-----

Conference Program

Key: 1 (excellent) – This session was one of the most beneficial of the Conference for me.
2 (very good) – This session should definitely be included in future Conferences.
3 (good) – This session was satisfactory.
4 (fair) – This session needed improvement.
5 (poor) – This session should not be included in future Conferences.
N/A – Not applicable, did not attend, or have no opinion.

Friday, April 4

Newcomers Session at USIA

1	2	3	4	5	N/A
---	---	---	---	---	-----

Program Agency Open Houses

1	2	3	4	5	N/A
---	---	---	---	---	-----

Saturday, April 5

Pre-Conference Sightseeing Tour

1	2	3	4	5	N/A
---	---	---	---	---	-----

CIV Challenges Session

1	2	3	4	5	N/A
---	---	---	---	---	-----

Moderator Preparation Session

1	2	3	4	5	N/A
---	---	---	---	---	-----

Welcome and Opening Plenary

1	2	3	4	5	N/A
---	---	---	---	---	-----

The Nuts & Bolts of Programming International Visitors

1	2	3	4	5	N/A
---	---	---	---	---	-----

Programming Expectations and Realities

1	2	3	4	5	N/A
---	---	---	---	---	-----

Group Project Proposals

1	2	3	4	5	N/A
---	---	---	---	---	-----

Civic Education

1	2	3	4	5	N/A
---	---	---	---	---	-----

Designing Effective Organizations

1	2	3	4	5	N/A
---	---	---	---	---	-----

Middle Eastern Embassy Receptions

1	2	3	4	5	N/A
---	---	---	---	---	-----

Sunday, April 6

Continental Breakfast with the NCIV Board and Staff

1	2	3	4	5	N/A
---	---	---	---	---	-----

In-Kinds in Your Budget

1	2	3	4	5	N/A
---	---	---	---	---	-----

Managing Change and Developing Partnerships

1	2	3	4	5	N/A
---	---	---	---	---	-----

Human Rights/Women's Issues

1	2	3	4	5	N/A
---	---	---	---	---	-----

Volunteer Recruitment, Retention and Recognition

1	2	3	4	5	N/A
---	---	---	---	---	-----

Luncheon Plenary: Lessons in Leadership, with Frances Hesselbein

1	2	3	4	5	N/A
---	---	---	---	---	-----

Immigration and Diversity

1	2	3	4	5	N/A
---	---	---	---	---	-----

Maximizing Your Board's Potential

1 2 3 4 5 N/A

Ethics: Doing the Right Thing

1 2 3 4 5 N/A

Evaluation: Measuring the Success of the IV Program

1 2 3 4 5 N/A

The Key to New Business

1 2 3 4 5 N/A

Fundraising for Your Future

1 2 3 4 5 N/A

Vital Partners: Escort Officers and Interpreters

1 2 3 4 5 N/A

Strategic Planning

1 2 3 4 5 N/A

Home Hospitality

1 2 3 4 5 N/A

Monday, April 7

International Trade: Trends and Opportunities

1 2 3 4 5 N/A

Internet for CIVs

1	2	3	4	5	N/A
---	---	---	---	---	-----

Planned Giving and Major Gifts

1	2	3	4	5	N/A
---	---	---	---	---	-----

Democratization

1	2	3	4	5	N/A
---	---	---	---	---	-----

Town Meeting II

1	2	3	4	5	N/A
---	---	---	---	---	-----

Brown Bag Luncheon: The AmEx Debit Card

1	2	3	4	5	N/A
---	---	---	---	---	-----

Plenary: The Future of International Exchange

1	2	3	4	5	N/A
---	---	---	---	---	-----

Legislative Issues/Partnering with Elected Officials

1	2	3	4	5	N/A
---	---	---	---	---	-----

Partnering with Foundations

1	2	3	4	5	N/A
---	---	---	---	---	-----

Individual Hill Visits

1	2	3	4	5	N/A
---	---	---	---	---	-----

Networking Reception on Capitol Hill

1	2	3	4	5	N/A
---	---	---	---	---	-----

Tuesday, April 8

Plenary: Beyond the IV Program

1	2	3	4	5	N/A
---	---	---	---	---	-----

Sustainable Development

1	2	3	4	5	N/A
---	---	---	---	---	-----

Statistics Task Force

1	2	3	4	5	N/A
---	---	---	---	---	-----

The Media and PR Connections

1	2	3	4	5	N/A
---	---	---	---	---	-----

Beyond the IV Program II

1	2	3	4	5	N/A
---	---	---	---	---	-----

Closing Luncheon Plenary: A Cultural Sensitivity Workshop with Roger Axtell

1	2	3	4	5	N/A
---	---	---	---	---	-----

Additional Comments (use back of sheet if necessary):

Idea Net 98-International
Data Exchange Network
Patent Pending 60/115,343
891

USIA Office of International Visitors
Room 255
Washington, DC 20547
Phone Numbers:
Community Relations and Reception (800) 827-0804
Voluntary Visitors Division (800) 827-2987
Grant Programs Division (800) 827-3824
Group Projects Division (800) 650-9822
FAX (202) 619-4655
Internet homepage www.usia.gov or gopher.usia.gov

★★★

NCIV Is a Member Of...

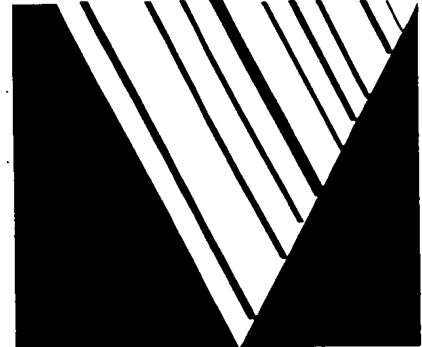
Independent Sector
1828 L Street, NW
Washington, DC 20036
Phone (202) 223-8100
FAX (202) 457-0609

**Alliance for International Educational and Cultural
Exchange**
1090 Vermont Avenue, NW Suite 720
Washington, DC 20009
Phone (202) 371-2070
FAX (202) 371-2190

★★★



National Council for International Visitors (NCIV)
1420 K Street, NW
Washington, DC 20005-2401
Phone (202) 842-1414 or (800) 523-8101
FAX (202) 289-4625
e-mail: nciv@vita.org



DIRECTORY

**A POCKET GUIDE
TO NCIV
COMMUNITY
ORGANIZATIONS,
UNIVERSITY
CENTERS AND
PRIVATE NATIONAL
PROGRAM
AGENCIES**

Summer 1996

Idea Net 98-International
 Data Exchange Network
 Patent Pending 60/115,343
 892

The NCIV Pocket Directory

The National Council for International Visitors (NCIV) is a national network of private program agencies and community-based organizations. These non-profit groups design and implement professional programs and provide hospitality opportunities for international visitors and students.

The 100 community-based organizations listed in the Pocket Directory are experts at matching the resources of their communities with the needs of the international guest. One-third of these groups are completely staffed by volunteers, and most use a corps of volunteers who serve as professional resources, mentors and hospitality hosts.

Among various activities, NCIV's program agency members organize national programs utilizing the services and expertise of the community-based members. NCIV members provide services to participants in the USIA International Visitor Program and other international exchange programs. Many members also provide services to self-funded international visitors and students. Most charge fees for their services. Programs and services are tailored to the interests and objectives of the participants, and may include:

- professional meetings and seminars
- hospitality with U.S. hosts
- escorted sightseeing
- interpretation services
- arranging accommodation and events
- information, maps and guidance

Arrangements for visitors must be negotiated and planned in advance with the NCIV member in the city or community to be visited.

This Pocket Directory is funded by the Office of International Visitors, Bureau of Educational and Cultural Affairs of the U.S. Information Agency. The Directory serves members of the NCIV network as a reference for important addresses, telephone numbers, FAX numbers and electronic mail addresses. Information contained herein is subject to change - please confirm contact information with the organizations listed and notify NCIV of changes.

We hope you will want to learn more about our remarkable network. For additional information, please contact:

Sherry Mueller, Executive Director
 Julie Snyder Denton, Director of Programs
 National Council for International Visitors (NCIV)
 1420 K St., NW Suite 800
 Washington, DC 20005
 (202) 842-1414 or (800) 523-8101
 FAX (202) 289-4625 e-mail: nciv@vita.org

Sandra Madrid
 University of Washington
 Condon Hall, JB-20
 Seattle, WA 98105
 Phone (206) 543-5671

FAX (206) 543-5671

Nancy Reed
 440 Tavera Place
 San Diego, CA 92106
 Phone (619) 223-9044

FAX (619) 223-9044

Ronald Springwater
 4615 43rd Street, NW
 Washington, DC 20016
 Phone (202) 364-3068

FAX (202) 364-3034

Dwight Williams, Ex Oficio
 900 1st Interstate Plaza
 Salt Lake City, UT 84101
 Phone (801) 575-5000

FAX (801) 575-5006

Sonjia Young
 1280 West Peachtree St., NW Suite 230
 Atlanta, GA 30309
 Phone (404) 853-5006

FAX (404) 853-5008

Idea Net 98-International
Data Exchange Network
Patent Pending 60/115,343
893

NCIV BOARD (as of Summer, 1996)

Bruce Buckland, Chair
PO Box 16542
St. Louis, MO 63124
Phone (314) 994-1133 FAX (314) 994-1133

Eleanor Lazarus, Vice Chair
2 Pinehurst Lane
Cincinnati, OH 45208
Phone (513) 321-5566 FAX (513) 321-5868

Alberto Mora, Vice Chair
2100 Pennsylvania Avenue, NW, Suite 400
Washington, DC 20037
Phone (202) 457-5932 FAX (202) 955-5644

William Benz, Treasurer
9340 Mount Vernon Circle
Alexandria, VA 22309
Phone (202) 776-9630 FAX (202) 822-6563

Lilia Parsons, Secretary
600 Maryland Avenue, SW Suite 140
Washington, DC 20024
Phone (202) 401-9434 FAX (202) 401-9133

Roberto Berry
222 SW Columbia, Suite 1800
Portland, OR 97201
Phone (503) 226-1191 FAX (503) 226-0079

William Carter
3117 Brooklawn Terrace
Chevy Chase, MD 20815
Phone (202) 326-7650 FAX (301) 652-3117

Richard Cook
Box 36376
Richmond, VA 23235
Phone (804) 739-1748 FAX (804) 560-7065

Margaret Dockery
PO Box 12843
Research Triangle, NC 27709
Phone (919) 549-9191 FAX (919) 549-7348

James Falk
515 Post Oak Boulevard, Suite 150
Houston, TX 77027-9407
Phone (713) 621-6300 FAX (713) 621-0688

Nancy Feldman
2120 East 46th
Tulsa, OK 74105
Phone (918) 584-3814 FAX (918) 584-3814

Marion Hook
1633 North Prospect Avenue, Unit 20C
Milwaukee, WI 53202
Phone (414) 383-2550 e-mail hookjim@aol.com

NCIV COMMUNITY ORGANIZATIONS AND UNIVERSITY CENTERS (SUMMER 1996)

ALABAMA

International Services Council of
Huntsville-Madison County
Madison County Court House, Room 535
Huntsville, AL 35801
Phone (205) 532-3560 FAX (205) 532-6977
Contact Bea Albright

ARIZONA

World Affairs Council of Arizona
6850 Main Street
Scottsdale, AZ 85251
Phone (602) 945-7750 FAX (602) 970-0294
Contact Susan Reiner

Tucson Council for International Visitors

PO Box 42226
Tucson, AZ 85733
Phone (520) 326-4673 FAX (520) 322-6778
Contact Florence Reynolds

ARKANSAS

Arkansas Council for International Visitors
University of Arkansas at Little Rock
2801 South University Avenue
Little Rock, AR 72204
Phone (501) 569-3282 FAX (501) 569-8347
Contact Walter Nunn e-mail whnunn@ualr.com

CALIFORNIA

University of California - Davis
International Agricultural Visitors Program
110 Buehler Center
Davis, CA 95616
Phone (916) 752-0464 FAX (916) 752-1196
Contact Linda J. Ortloff e-mail lortloff@ucdavis.edu

International Student Service of Southern California

(not a programming contact)
PO Box 83143
Los Angeles, CA 90083
Phone (310) 641-5826 FAX (310) 641-0901
Contact Daphne Sturrock

Idea Net 98-International
Data Exchange Network
Patent Pending 60/115,343
894

International Visitors Council of Los Angeles

Biltmore Court
520 S. Grand Avenue, Suite 680
Los Angeles, CA 90071
Phone (213) 622-6835 FAX (213) 622-3657
Contact Janet Elliott

University of California, Los Angeles

International Visitors Bureau
James West Alumni Center, UCLA
Los Angeles, CA 90024-1356
Phone (310) 825-4467 FAX (310) 825-8678
Contact Maria Wrigley e-mail mariaw@urjwc.ucla.edu

International Relations Council of Riverside, Inc.

PO Box 2221
Riverside, CA 92516
Phone (909) 247-7331 or FAX (909) 247-2506 or
(909) 684-7765 (909) 684-7765
Contact Kathleen Barros or Rose Oliver

Sacramento Council for International Visitors

921 11th Street, Suite 110T
Sacramento, CA 95814
Phone (916) 444-1090 FAX (916) 444-1091
Contact Martha Chandley

International Visitors Council of San Diego

500 Hotel Circle North
San Diego, CA 92108
Phone (619) 291-8105 FAX (619) 291-1909
Contact JoAnn Peterson

International Diplomacy Council

312 Sutter Street, Suite 402
San Francisco, CA 94108
Phone (415) 986-1388 FAX (415) 986-4701
Contact Elizabeth J. Wallace e-mail idc@slip.net

World Forum of Silicon Valley

110 East San Carlos Street
San Jose, CA 95112
Phone (408) 298-8342 FAX (408) 298-0832
Contact Karen Robinson

People to People International *

501 East Armour Boulevard
Kansas City, MO 64109-2246
Phone (816) 531-4701 FAX (816) 561-7602
Contact Marg Gasnick

USDA Graduate School

International Institute for Training and Education
600 Maryland Avenue, SW Suite 142
Washington, DC 20024
Phone (800) 331-4229 or FAX (202) 401-9133
(202) 401-9279 e-mail intlvisit@grad.usda.gov

World Learning, Inc.

PO Box 676 Kipling Road
Brattleboro, VT 05302-0676
Phone (802) 257-7751 FAX (802) 258-3428
Contact Judy Mello

NCIV ASSOCIATE MEMBERS

AMIDEAST

1730 M St., NW Suite 1100
Washington, DC 20036
Phone (202) 776-9600 FAX (202) 822-6563
Contact Ambassador William A. Rugh

The English-Speaking Union of the United States

16 East 69th Street
New York, NY 10021
Phone (212) 879-6800 FAX (212) 772-2886
Contact Anthony J. Lella

Foreign Student Service Council of Greater Washington (effective 9/1/96)

1824 Riggs Place, NW
Washington, DC 20009
Phone (202) 232-4979 FAX (202) 667-9305
Contact Tim Gerhardson

Open Door Student Exchange

839 Stewart, Suite D
Garden City, NJ 11530
Phone (516) 745-6232 FAX (516) 745-6233
Contact Richard Banasikowski

United States-South Africa Leadership Program (USSALEP)

1730 M Street, NW Suite 701
Washington, DC 20036
Phone (202) 293-5410 FAX (202) 293-5413
Contact Kitty Hempstone

* indicates a provisional member

Idea Net 98-International
Data Exchange Network
Patent Pending 60/115,343
895

Association for International Practical Training (AIPT)

10400 Little Patuxent Parkway, Suite 250
Columbia, MD 21044
Phone (410) 997-2200 or FAX (410) 992-3924
(301) 596-4355 e-mail mcrowl@aipt.org
Contact Miranda Crowl

Council for International Exchange of Scholars (CIES)

3007 Tilden St., NW Suite 5M
Washington, DC 20008-3009
Phone (202) 686-4000 FAX (202) 362-3442
Contact Jody Olsen

Council on International Educational Exchange (CIEE)

205 East 42nd St.
New York, NY 10017
Phone (212) 822-2600 FAX (212) 822-2699
Contact Jennifer B. Lichtman e-mail jlichtman@ciee.org

Educational Development Center

55 Chapel Street
Newton, MA 02160
Phone (800) 225-4276 or FAX (617) 332-6405
(617) 969-7100 e-mail edallan@edc.org
Contact Ed Allan

Eisenhower Exchange Fellowships, Inc.

256 South 16th Street
Philadelphia, PA 19102
Phone (800) 275-1333 or FAX (215) 546-4567
(215) 546-1738
Contact Patricia Karvounis

The German Marshall Fund of the United States

11 Dupont Circle, NW
Washington, DC 20036
Phone (202) 745-3950 FAX (202) 265-1662
Contact Junko Guenard

International Student Service - YMCA (ISS)

71 West 23rd Street, Suite 1904
New York, NY 10001
Phone (212) 727-8800 FAX (212) 727-8814
Contact Gloria Gonzalez

Japan Productivity Center for Socio-Economic Development

1729 King Street, Suite 100
Alexandria, VA 22314
Phone (703) 838-0414 FAX (703) 838-0419
Contact Daisaku Harada e-mail jpc@cais.com

National Committee on U.S.-China Relations

71 West 23rd Street, Suite 1901
New York, NY 10010-4102
Phone (212) 645-9677 FAX (212) 645-1695
Contact Jan Berris e-mail ncuscr@igc.org

International Visitors and Protocol Foundation

Hall of Administration
10 Civic Center Plaza, Suite 106
Santa Ana, CA 92701
Phone (714) 834-5654 FAX (714) 834-4465
Contact Diana Lindersmith

Bechtel International Center, Stanford University

Office for International Visitors
PO Box 5816
Stanford, CA 94309-0120
Phone (415) 723-1984 FAX (415) 725-0886
Contact Kerstin M. Lindblom e-mail cg.oiv@forsythe.stanford.edu

COLORADO

Boulder Council for International Visitors

PO Box 1285
Boulder, CO 80306
Phone (303) 494-9708 or FAX (303) 494-9708 or
(303) 447-8127 (303) 447-8127
Contact Peggy Schmatz or Dorothy Riddle

Institute of International Education

Rocky Mountain Office
700 Broadway, #112
Denver, CO 80203
Phone (303) 837-0788 FAX (303) 837-1409
Contact Polly Cox e-mail pcox@iie.org

International Hospitality Center

1245 East Colfax Avenue, #202
Denver, CO 80218
Phone (303) 832-4765 or FAX not available at printing
(303) 733-1454
Contact Nancy Milligan

CONNECTICUT

World Affairs Council

PO Box 330569
W. Hartford, CT 06133-0569
Phone (860) 594-4100 or FAX (860) 594-4104
(860) 594-4101 e-mail wachtf@aol.com
Contact Marjorie D. Anderson

International Center, Inc.

442 Temple Street
PO Box 208212
New Haven, CT 06520
Phone (203) 432-6460 FAX (203) 432-6462
Contact Patricia Pearson

International Hospitality Committee of Fairfield County

28 Darbrook Road
PO Box 349
Westport, CT 06520
Phone (203) 227-3345 no FAX
Contact Ruth Steinkraus Cohen

DELAWARE

DELCIV

PO Box 4274
Greenville, DE 19807
Phone (302) 654-5240 or FAX (302) 654-8308
(302) 577-3724
Contact Veronica Eid or Nancy Green

FLORIDA

International Resource Center of Jacksonville, Inc.

4026 University Boulevard Court
Jacksonville, FL 32217
Phone (904) 737-3440 FAX (904) 737-9778
Contact Maria Condaxis

Florida Space Coast Council for International Visitors

PO Box 2621
Melbourne, FL 32902
Phone (407) 773-0108 FAX (407) 773-0108
Contact Gene Davis

Miami Dade Council for International Visitors

Miami Dade Community College
300 NE 2nd Avenue, Room 1412
Miami, FL 33132
Phone (305) 379-4610 FAX (305) 379-4615
Contact Rosa E. S. O'Neill

International Council of Central Florida

VCCF
200 E. Robinson Street, Suite 600
Orlando, FL 32839
Phone (407) 422-7159 FAX (407) 843-9514
Contact Lee Reese

**COOPERATING AGENCIES OF USIA'S
INTERNATIONAL VISITOR PROGRAM**

Academy for Educational Development (AED)

1875 Connecticut Avenue, NW
Washington, DC 20009-1202
Phone (202) 884-8228 or FAX (202) 884-8408
(800) 634-8956 e-mail slaufer@aed.org
Contact Sandra Laufer

African-American Institute (AAI)

1625 Massachusetts Ave., NW, Suite 400
Washington, DC 20036
Phone (202) 667-5636 FAX (202) 263-6332
Contact Jerry L. Drew or Patricia Ferguson

Delphi International

1090 Vermont Avenue, NW Seventh Floor
Washington, DC 20005
Phone (202) 898-0950 FAX (202) 842-0885
Contact Nalini Shetty e-mail postmaster@delphi-int.org

Institute of International Education (IIE)

1400 K Street, NW, Suite 650
Washington, DC 20005
Phone (800) 424-8030 or FAX (202) 326-7696
(202) 898-0600 e-mail profexchg@iie.org
New York Office: 809 United Nations Plaza
New York, NY 10017
Phone (212) 883-8200

Contact Barbara P. Gumbiner

Meridian International Center

1630 Crescent Place, NW
Washington, DC 20009-4010
Phone (202) 667-6800 FAX (202) 667-1475
Programming Division
1624 Crescent Place, NW
Washington, DC 20009-4010
Phone (202) 667-1475 FAX (202) 319-1306
Contact Richard K. Fox e-mail rfox.program@meridian.org

Phelps Stokes Fund

1420 K Street, NW Suite 800
Washington, DC 20005
Phone (800) 874-7797 or FAX (202) 371-9522
(202) 371-9144 e-mail exchange@psidc.org
Contact Stafford Kay

OTHER NCIV MEMBER SENDING AGENCIES

American Bar Association (ABA)

International Legal Exchange (ILEX)
1700 Pennsylvania Ave., NW Suite 620
Washington, DC 20006
Phone (202) 393-7122 FAX (202) 347-9015
Contact Edison W. Dick

Ⓜ indicates a provisional member

Idea Net 98-International
Data Exchange Network
Patent Pending 60/115,343
897

VIRGINIA

Greater Richmond Council for International Visitors
916 W. Franklin Street
PO Box 843043
Richmond, VA 23284-3043
Phone (804) 828-8471 FAX (804) 828-2552
Contact Arlene Jackson

WASHINGTON

World Affairs Council
515 Madison Street, Suite 501
Seattle, WA 98104
Phone (206) 682-6986 FAX (206) 682-0811
Contact Paul Schwabe e-mail worldaff@u.washington.edu

Spokane International Exchange Council

East 13103 Tall Tree Road
Spokane, WA 99216
Phone (509) 928-5294 FAX (509) 928-9687
Contact Vicki Jones e-mail vicki.jones@euterpe.com

Yakima Valley Council for International Visitors

821 West Barker Heights Road
Wapato, WA 98951
Phone (509) 877-2079 FAX (509) 576-9757 (attn. Dalee Jo)

WISCONSIN

International Institute of Wisconsin
1110 N. Old World Third Street, Suite 420
Milwaukee, WI 53203
Phone (414) 225-6220 FAX (414) 225-6235
Contact Alexander Durtka

GEORGIA

Georgia Council for International Visitors
3340 Peachtree Road, NE
Tower Place, Suite 775
Atlanta, GA 30326-1059
Phone (404) 240-0042 FAX (404) 240-0052
Contact Carol Emmons or Neale Kitchens

HAWAII

East-West Center International Visitors Program
1777 East-West Road
Honolulu, HI 96848
Phone (808) 944-7692 FAX (808) 944-7977
Contact Sarah Vann

ILLINOIS

International Visitors Center of Chicago
World Trade Center of Chicago
Merchandise Mart Plaza, Suite 930
Chicago, IL 60654
Phone (312) 645-1836 FAX (312) 645-1870
Contact Tania Beil or Susan Camenisch

Freeport Area International Visitors Council

2849 North Flansburg Road
Freeport, IL 61032-8165
Phone (815) 563-4619 FAX (815) 563-4619
Contact Nancy F. Otte

**Geneseo International
Thanksgiving Fellowship Program**

607 South Spring Street
Geneseo, IL 61254
Phone (309) 944-4486 FAX (309) 944-4486
Contact Marcia Helke

International Thanksgiving Fellowship Committee

PO Box 12
Paris, IL 61944
Phone (217) 465-5391 or
(217) 269-3085 FAX (217) 269-2409
Contact Linda Barrett e-mail lindab@aol.com

Springfield Commission on International Visitors

109 North 7th Street
Springfield, IL 62701
Phone (217) 789-2362 FAX (217) 544-8711
Contact Kim Rosendahl

Idea Net 98-International
Data Exchange Network
Patent Pending 60/115,343
898

Rock River Valley International Fellowship Committee
802 West 3rd Street
Sterling, IL 61081
Phone (815) 625-8335 or FAX (815) 625-1865 or
(815) 625-5896 (815) 625-4018
Contact Doretta Lathrop or Carol Deibert

INDIANA

Indiana International Council
PO Box 572
Indianapolis, IN 46206-0572
Phone (317) 639-4534 FAX (317) 639-6734 or
Contact Ann C. Davis (317) 387-9434

IOWA

Iowa Council for International Understanding
401 Locust Street, Suite 200
Des Moines, IA 50309-2311
Phone (515) 282-8269 FAX (515) 282-0454
Contact Ann Schodde e-mail iowaciu@aol.com

Council for International Visitors to Iowa Cities
120 International Center
Iowa City, IA 52242-1802
Phone (319) 335-0351 FAX (319) 335-0335
Contact Thomas Baldridge e-mail thomas-baldridge@uiowa.edu

KENTUCKY

Louisville International Cultural Center
851 South Fourth Street
Louisville, KY 40203
Phone (502) 574-3397 FAX (502) 574-2668
Contact Roberta Hershberg e-mail licc@licc.win.net

LOUISIANA

**Council for International Visitors of
Greater New Orleans**
P.O. Box 546
University of New Orleans
New Orleans, LA 70148
Phone (504) 286-7266 or FAX (504) 286-7317
(504) 286-5543 e-mail dmcmmc@jazz.ucc.uno.edu
home page <http://www.uno.edu/~inst/welcome.html>
Contact Dana Criswell

El Paso Council for International Visitors

10 Civic Center Plaza
El Paso, TX 79901
Phone (915) 534-0520 FAX (915) 534-0510 or
Contact Burke Beall (915) 534-0513

Greater Fort Worth Council on World Affairs

1800 Commerce Building
307 West 7th Street
Fort Worth, TX 76102
Phone (817) 332-3421 FAX (817) 334-0304
Contact Joe Orr

Institute of International Education - Southern Region

515 Post Oak Boulevard, Suite 150
Houston, TX 77027-9407
Phone (713) 621-6300 x19 FAX (713) 621-0876
Contact James N. Falk or e-mail scheung@iie.org
Shing-Hwa Cheung jfalk@iie.org

San Antonio Council for International Visitors

PO Box 28515
San Antonio, TX 78228
Phone (210) 432-4044 or FAX (210) 432-7566 or
(210) 226-1788 (210) 225-1283
Contact Irma Reyes or e-mail sacivtx@aol.com or
Bernard Buecker mastholte@aol.com

UTAH

International Visitors/Utah Council
40 East South Temple, # 345
Salt Lake City, UT 84111
Phone (801) 532-4747 FAX (801) 359-5336
Contact Nan Williams

VERMONT

The Vermont Council on World Affairs, Inc.
Trinity College Administration Building
208 Colchester Avenue
Burlington, VT 05401-1480
Phone (802) 658-0337 FAX (802) 658-5446
Contact Vincent Pelletier or Jeffrey Potash

☞ indicates a provisional member

Idea Net 98-International
Data Exchange Network
Patent Pending 60/115,343
899

Columbia Council for International Visitors

901 Sumter Street, Byrnes Building, Suite 702
University of South Carolina
Columbia, SC 29208
Phone (803) 777-7738 or FAX (803) 777-3013
(803) 777-3008 e-mail marcym@ss2.hr.sc.edu
Contact Horace F. Byrne or Barbara McClain

SOUTH DAKOTA

Black Hills and Badlands Area CIV
4702 Baldwin Street
Rapid City, SD 57702
Phone (605) 433-4476 or FAX (605) 343-4324
(605) 343-4324
Contact Mike Richardson

TENNESSEE

Memphis Council for International Visitors
96 South Front Street, Suite 302
Memphis, TN 38103
Phone (901) 527-6153 FAX (901) 527-3465
Contact Helen C. Pearce or Gina M. Sugarmon

Nashville Council for International Visitors

971 Davidson Drive
Nashville, TN 37205
Phone (615) 352-2699 FAX (615) 352-2699
Contact Katherine Stewart

TEXAS

International Hospitality Council of Austin
Drawer A, U.T. Station
Austin, TX 78713-7206
Phone (512) 471-2990 FAX (512) 471-8848
Contact Allan Horst

Dallas Committee for Foreign Visitors

9417 Waterview Road
Dallas, TX 75218
Phone (214) 321-1163 FAX (214) 522-7167
Contact Lorinne Emery

MAINE

World Affairs Council of Maine
University of Southern Maine
PO Box 9300
Portland, ME 04104-9300
Phone (207) 780-4551 FAX (207) 780-4969
Contact Patty Williams

MARYLAND

World Trade Center Institute
World Trade Center, Suite 232
Baltimore, MD 21202
Phone (410) 576-0022 FAX (410) 576-0751
Contact Penelope Menzies e-mail menzies@wtci.org

MASSACHUSETTS

Boston Center for International Visitors
20 Park Plaza, Suite 633
Boston, MA 02116
Phone (617) 542-8995 FAX (617) 423-7918
Contact Monica Lawton

Harvard University

Wadsworth House, University Marshal's Office
Cambridge, MA 02138
Phone (617) 495-5657 FAX (617) 495-5382
Contact Elizabeth Shade

Massachusetts Institute of Technology

Room 7-121, 77 Massachusetts Avenue
Cambridge, MA 02139
Phone (617) 253-1875 FAX (617) 253-7002
Contact Terri C. Priest

World Affairs Council of Western Massachusetts, Inc.

1350 Main Street, Second Floor
PO Box 4234
Springfield, MA 01101-4234
Phone (413) 733-0110 or FAX (413) 731-8530
(413) 567-5917
Contact Sue C. Root or Surekha Adya

International Center of Worcester, Inc.

22 Downing Street
Worcester, MA 01610
Phone (508) 752-8414 FAX (508) 752-8414
Contact Robert Fischer

MICHIGAN

International Center, University of Michigan
603 East Madison Street
Ann Arbor, MI 48109
Phone (313) 764-9310 or FAX (313) 747-2181
(313) 647-2234 e-mail bmaasen@umich.edu
Contact Brigitte Maasen

International Visitors Council of Metropolitan Detroit
200 Renaissance Center, Suite 627
Detroit, MI 48243
Phone (313) 259-2680 FAX (313) 259-8722
Contact Julie Oldani

CVIP International Visitor Committee of MID-MI
Center for International Programs
Room 101-A, Building #1035
Michigan State University
East Lansing, MI 48824-1035
Phone (517) 353-1735 FAX (517) 355-4657
Contact Bonnie Ghavami e-mail cmp@pilot.msu.edu

MINNESOTA

Minnesota International Center
711 East River Road
Minneapolis, MN 55455
Phone (612) 625-4421 FAX (612) 624-1984
Contact Naomi Loper or Carol Engebretson Byrne
e-mail nloper@globe.mic.umn.edu
cbyrne@globe.mic.umn.edu

MISSISSIPPI

The International Visitors Center of Jackson
1400 J.R. Lynch Street
PO Box 17103
Jackson State University
Jackson, MS 39217-0103
Phone (601) 968-2043 or FAX (601) 968-2078
(601) 968-2047
Contact Jennifer Dorsey

MISSOURI

International Visitors Council of Greater Kansas City
2600 Commerce Tower
911 Main Street
Kansas City, MO 64105-2409
Phone (816) 374-5477 or FAX (816) 221-7440
(816) 221-2424
Contact Mary E. Adie

PENNSYLVANIA

International Visitors Council of Philadelphia
1600 Arch Street
One Mezzanine
Philadelphia, PA 19103-2028
Phone (215) 686-3961 FAX (215) 686-3930
Contact Nancy Gilboy or e-mail phila@ivc.org
Ron D'Alonzo ron@ivc.org

Pittsburgh Council for International Visitors
315 South Bellefield Avenue, 413 Bellefield Hall
Pittsburgh, PA 15260
Phone (412) 624-7800 FAX (412) 624-6235
Contact Gail Shrott e-mail pciv@pitt.edu

RHODE ISLAND

Council for International Visitors
PO Box 3032
Newport, RI 02906-0557
Phone (401) 846-0222 FAX (401) 846-0222
Contact James Sorrell

World Affairs Council of Rhode Island

International Visitor Committee
PO Box 2557
Providence, RI 02906-0557
Phone (401) 454-0030 or FAX (401) 946-3550
(401) 521-3557
Contact Yvonne Schilling

SOUTH CAROLINA

Charleston Council for International Visitors
144 Broomsedge Lane
Kiawah Island
Johns Island, SC 29455
Phone (803) 768-3759 FAX (803) 768-6769
Contact Gabriele Miniter

Idea Net 98-International
Data Exchange Network
Patent Pending 60/115,343
901

International Visitors Council of Greater Cincinnati
441 Vine Street, #2020
Cincinnati, OH 45202
Phone (513) 241-7384 **FAX** (513) 241-9089
Contact Phyllis H. Layton **e-mail** ivcinti@aol.com

Cleveland Council on World Affairs
International Visitors Committee
75 Public Square, Suite 1414
Cleveland, OH 44113-2001
Phone (216) 781-3730 **FAX** (216) 781-2729
Contact Christine Lucas **e-mail** clucas@ccwa.org or
info@ccwa.org

International Visitors Council, Inc.
4600 International Gateway
Columbus, OH 43219-1779
Phone (614) 231-9610 **FAX** (614) 231-9615
Contact Resa Hendrix **e-mail** rehendri@ireenet.columbus.oh.us

International Institute of Greater Toledo, Inc.
2040 Scottwood Avenue
Toledo, OH 43620
Phone (419) 241-9178 **FAX** (419) 241-9170
Contact Jan Clark

OKLAHOMA
Oklahoma City International Visitors Council
Oklahoma City Convention and Visitors Bureau
189 West Sheridan
Oklahoma City, OK 73102
Phone (800) 225-5652 or **FAX** not available at printing
(405) 297-8973 **e-mail** okccvb@netplus.net
Contact Kay Bickham

Tulsa Global Alliance
616 South Boston Avenue, Suite 401
Tulsa, OK 74119
Phone (918) 596-7839 **FAX** (918) 596-2817
Contact Christina Smith Williams

OREGON
World Affairs Council of Oregon
1 World Trade Center, Suite 320
121 SW Salmon Street
Portland, OR 97204
Phone (503) 274-7488 **FAX** (503) 725-3072
Contact Wendy Amin **e-mail** ivporegon@aol.com

World Affairs Council of St. Louis
121 South Meramac, Suite 1106
St. Louis, MO 63105
Phone (314) 727-9988 **FAX** (314) 727-477
Contact Maleaner R. Harvey

MONTANA
Montana Center for International Visitors
104 East Main Street, #312
Bozeman, MT 59715
Phone (406) 586-8030 **FAX** (406) 586-9935
Contact Wendy Bay Lewis **e-mail** mtcenter@igc.apc.org

NEBRASKA
Council for International Visitors
PO Box 505
Grand Island, NE 68802
Phone (308) 381-0137 **FAX** (308) 381-0137
Contact Edith Robbins

Mayor's Committee for International Friendship
PO Box 6723
Lincoln, NE 68506
Phone (402) 472-2477 or **FAX** (402) 472-8297
(402) 483-2823
Contact Betty Stuckenholtz

Kiwanis Club of Omaha, Inc.
5108 Hamilton Street
Omaha, NE 68132-1450
Phone (402) 551-4300 **FAX** (402) 551-434
Contact John Bruns

NEVADA
International Visitors Council of Northern Nevada
International Visitors Center/148
127 Mackay Science Building
Reno, NV 89552-0195
Phone (702) 784-4796 **FAX** (702) 784-401
Contact Elena Bubnova

NEW HAMPSHIRE
New Hampshire Council on World Affairs
Foreign Visitor Program
11 Rosemary Lane
Durham, NH 03824
Phone (603) 224-7612 **FAX** (603) 229-164
Contact Ellen Sheridan

NEW MEXICO

Albuquerque Council for International Visitors
Sheraton Uptown Hotel
6815 Menaul Boulevard, NE Suite 227
Albuquerque, NM 87110
Phone (505) 888-1867 FAX (505) 884-6766
Contact Ferne Graves

Santa Fe Council on International Relations
Room 156, Hotel La Fonda
100 East San Francisco Street
Santa Fe, NM 87501
Phone (505) 982-4931 FAX (505) 982-3953
Contact Antoinette Almeida

NEW YORK

International Center of the Capital Region
8 Russell Road
Albany, NY 12206-1307
Phone (518) 459-8812 FAX (518) 459-8980
Contact Helene Smith

Council for International Visitors of Buffalo and the Niagara Region
145 Hotel Lenox
140 North Street
Buffalo, NY 14201-1581
Phone (716) 883-5804 FAX (716) 883-6257
Contact Veronica Hogle

Rochester Association for the United Nations
494 East Avenue
Rochester, NY 14607
Phone (716) 473-7286 FAX (716) 473-7296
Contact Jody Lehr

Rochester International Friendship Council
University of Rochester
Morey Hall, Room 221
Rochester, NY 14627
Phone (716) 275-8779 FAX (716) 244-4503
Contact Rainy Becktell

International Center of Syracuse
Genesee Inn Executive Quarters
1060 E. Genesee Street
Syracuse, NY 13210
Phone (315) 471-0252 FAX (315) 471-1222
Contact Susan J. Platner

NORTH CAROLINA

Charlotte Council for International Visitors
The International House
322 Hawthorne Lane
Charlotte, NC 28204
Phone (704) 342-2248 FAX (704) 334-2423
Contact Catherine Hansen

Piedmont-Triad Council for International Visitors
508 B-2 Prescott Street
PO Box 39054
Greensboro, NC 27438
Phone (910) 691-9551 FAX (910) 691-9551
Contact Caroline Maness

International Visitors Council
PO Box 12843
10 Alexander Drive (SEAA Building)
Research Triangle Park, NC 27709
Phone (919) 549-9191 FAX (919) 549-7348
Contact Margaret M. Dockery

NORTH DAKOTA

Minot Area Council for International Visitors
Midcontinent Institute
Minot State University
500 University Avenue West
Minot, ND 58707
Phone (701) 858-3889 FAX (701) 858-3165
Contact Roxanne Olson e-mail olsonr@warp6.cs.misu.nodak.edu

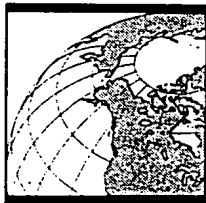
OHIO

Akron International Friendship
125 Sage Avenue
Akron, OH 44301-2028
Phone (330) 724-9771 FAX (330) 724-7659
Contact Glenn or Grace Mayes e-mail gmayes9403@aol.com

PCT/US 00/00302

Idea Net 98-International
Data Exchange Network
Patent Pending 60/115,343
903

PCT/US 00/00382



**MONTANA
CENTER**
— FOR —
**INTERNATIONAL
VISITORS**

First Bank Building
104 E. Main, Suite 312
Bozeman, MT 59715

NONPROFIT ORG
U.S. POSTAGE
PAID
BOZEMAN, MT 59715
PERMIT NO. 241

ADDRESS
CORRECTION
REQUESTED

Spring Luncheon: March 20, 1997



MONTANA CENTER FOR INTERNATIONAL VISITORS

104 East Main Street, Suite 312, Bozeman, Montana 59715

Wendy Bay Lewis, Executive Director • Diana Brogger, Program Coordinator

Tel 406-586-8030 • Fax 406-586-9939 • Email: mtcenter@thinkglobal.org • Web: www.thinkglobal.org

Spring Luncheon

Thursday, March 20, 1997

at the Museum of the Rockies, Bozeman

11:45 am ~ Luncheon and visitor

presentations until 1 pm

\$10/person ~ RSVP by March 17 to 586-8030

Optional Tour of Museum following lunch.

\$6/person, MOR members free

International Guests

- Israel - Ms. Aida Suliman, Peace and Civil Rights Activist
- Nigeria - Ms. Gloria Egbuje, Lawyer and Founder, Crime Victims Foundation
- Peru - Ms. Violeta Bermudez, Deputy Director of a women's political organization
- Serbia-Montenegro - Ms. Sevdije Ahmeti, Human Rights Activist
- Zimbabwe - Ms. Salina Mumbengegwi, Director Women's Action Group



Bring the world to school...

MCIV teaches students 10-15 years old about different countries and cultures through teacher training, curriculum, and links to schools worldwide. Site: www.thinkglobal.org

To support global education, please return this card to MCIV with your check payable to MCIV and indicate amount: \$25 \$50 \$100 \$250 \$500 \$1,000 \$_____

If the date on your mailing label is 12/31/97, your membership is current. THANK YOU!

Contributions are tax-deductible.

PCT/US 00/00382



NEWS

Council for International Visitors of Greater New Orleans

Produced in Cooperation with the University of New Orleans

Vol. 15, No. 1

WINTER 1996

The United States in the New World Order: Beyond Home Hospitality

by Nancy Mock

Our guest columnist this month is Associate Professor and Director of the Tulane Center for International Resource Development. In addition to her academic responsibilities, Dr. Mock manages a large sponsored research program for Tulane University. Over the years she has assisted CIV by meeting with many USIA-sponsored visitors.

We members of the CIV have had the pleasure of meeting outstanding individuals from around the world and we have had a chance to appreciate the extent to which many of these persons have overcome seemingly incredible obstacles to success. For the past twenty years I have been engaged in international development, promoting socioeconomic improvements, particularly in countries which are considered a part of the developing world. The field of international development is relatively new, springing from the successes of the post World War II Marshall Plan. The United States thus spear-headed an international initiative to assist the developing world. Most of this activity has occurred during the past thirty years.

The United States, beginning with the Marshall Plan, has historically been a leader in international development at very minimal cost to the U.S. tax payer. Until recently, although the U.S. contributed the largest amount of development assistance (we are now second to Japan), this amount has represented less than one percent of annual U.S. government expenditures. In fact, in terms of both the percentage of the Gross National Product and in terms of governmental expenditures, U.S. contributions have ranked quite low compared to most of the developed world. Yet despite modest international investments, significant success has been registered. Between the years of 1960 and 1990, life expectancy has increased six months per year, adult literacy grew by 50%, infant mortality has been cut in half, and increase in the food supply has outpaced population growth.

Today, efforts to maintain U.S. global leadership in development are under attack. Budgetary attacks have focused on the needle in the haystack. Eliminating the agency that expends 0.5% of the national budget -- the U.S. Agency for International Development (USAID) -- will result in no significant positive gains to the U.S. economy. Development assistance has been declining in the 90's. The United States has fallen from being the majority contributor to bi-lateral assistance to its current levels of 17%.

All of this is happening at a time when foreign assistance may be needed the most as both an instrument of development as well as a tool to further U.S. global interests. USAID, often in contrast to the State Department, is well received throughout the developing world as a contributor to local development. Through the U.S. government field presence, American businesses and non-profit organizations gain a foot in the door to see American goods and services. In fact, the majority of development assistance directly benefits U.S. concerns.

The U.S. has much to gain from tackling the developmental challenges of the next decade. Increasingly, the developed world is forced to respond to war, state collapse, and massive genocide. Conflict and state collapse is in large part a by-product of the end of the Cold War, a time during which the U.S. and Soviet Union propped up failing states. Increasing societal chaos is giving rise to direct threats to U.S. security as chemical and biological weapons proliferate and terrorism increases.

(continued on page 5)

MESSAGE FROM THE PRESIDENT

The primary goal of CIV of Greater New Orleans must always be to continue the excellent service we have provided to thousands of international visitors over the past four decades. This excellence has earned our CIV an outstanding reputation with the National CIV office and with the U.S. Information Agency, which sponsors most of the visitors we serve. Yet, the only constant is change and there are many changes and challenges that CIV of GNO must meet this year.

Nationally, the number of USIA international visitors is decreasing and the number of cities included in each program is being reduced. There is also a growing concern that Congress will reduce support for the International Visitor Program, with the current mood for budget-cutting and the false comfort of isolationism that comes from an extended period of peace.

Fortunately, our long experience in providing first-rate professional programs and our many volunteers who offer their warm hospitality to international visitors mean that we can also offer our services on a fee basis to businesses and other organizations who wish to send international visitors to our community. In this way we can continue to provide opportunities for international business and professional networking, increasing the potential for economic development as well as for cultural exchange.

The work of the Board of Directors this year will be to guide our organization through these changes, and with your support we shall strive to meet these challenges. Through all the changes, some things remain the same: to provide our members with a meaningful volunteer experience, to share with our international visitors an honest and intimate glimpse of the American spirit, and to foster world peace and understanding one international friendship at a time.

Rick Normand

HOME HOSPITALITY - 4TH QUARTER

Thanks to all those who welcomed International Visitors with home hospitality and sightseeing tours:

Melissa Ashurst
Carolyn Bauman
Jean & Richard Boebel
John Bullard
Nan & Ray Burby
Angela & Don Cherry
Carol & Ronald Combe
Peg Culligan
Mariruth Datzman
Clydia Davenport
Louis Day
Debbie de la Houssaye & Lake Douglas
Zenaida & Kanwal Dhir
Toby Feibelman
Randy Fertel
Rosemarie Fowler
Hui Gao
Marrieta & Richard Herr
Julia & Shamsul Huda
Lia Kushnir
Richard & Valoie Nelson
Peggy & Paul Outon
Michael Sartisky
Nancy Turner
Debbie Vick

Susan Vogel & Robert Bermudez
Sylvia & John Warren
Gail Williams

1997 CIV BOARD OF DIRECTORS

The CIV Annual Dinner was held November 5 at Le Meridien Hotel. President Nancy Turner delivered the Annual Report and Jeannie Biggers, Chair of the Nominating Committee, conducted the election of 1997 officers and the induction of three new Board Members:

Rick Normand - President
Alma & Leon Fulton - Vice President
Sandra McCollum - Secretary
Mary Kunderer - Treasurer
Nancy Turner - Immediate Past President

Alex Cocke	Elaine Coleman (new)
Susan Eddington (new)	Mayra Grimaldi
Harry Jones	Stella Jones
Julie Rodrigue	Bettye Scott
Jacqueline Simon	Jo-Ann Testa
Carl Wagner (new)	Lawrence Yatsu

We are grateful to the CIV Board members who have just ended their terms: Jeannie Biggers, Margaret Davidson, Yadira Diaz, Roger Griffiths, and Ronald Thompson.

CIV Visitors by Country -- 1996

Algeria - 1	China - 10	India - 1	New Zealand - 2	South Korea - 3
Argentina - 1	Costa Rica - 2	Indonesia - 6	Nicaragua - 1	Spain - 8
Australia - 5	Croatia - 1	Israel - 1	Niger - 1	Sri Lanka - 2
Austria - 42	Cuba - 1	Italy - 1	Nigeria - 1	Sweden - 1
Azerbaijan - 1	Cyprus - 2	Ivory Coast - 2	Peru - 2	Syria - 4
Bahrain - 1	Denmark - 2	Japan - 16	Philippines - 1	Taiwan - 3
Barbados - 1	Egypt - 2	Jordan - 1	Poland - 3	Tanzania - 2
Belarus - 2	England - 1	Kazakhstan - 1	Portugal - 6	Thailand - 2
Belgium - 4	Eritrea - 2	Kenya - 4	Qatar - 1	Togo - 2
Benin - 2	Estonia - 1	Macedonia - 1	Romania - 4	Trinidad - 2
Botswana - 3	France - 6	Malawi - 2	Russia - 3	Tunisia - 2
Brazil - 6	Gaza - 1	Mali - 2	Saudi Arabia - 1	Turkey - 1
Bulgaria - 1	Germany - 27	Mauritania - 1	Scotland - 2	Uganda - 4
Burkina Faso - 1	Ghana - 2	Mauritius - 2	Senegal - 8	Ukraine - 2
Cambodia - 2	Guinea - 1	Mexico - 10	Serbia-Montenegro - 1	Uruguay - 2
Canada - 1	Haiti - 15	Morocco - 1	Singapore - 1	Venezuela - 1
Chad - 1	Hong Kong - 1	Mozambique - 1	Slovakia - 3	Vietnam - 1
Chile - 1	Hungary - 3	Netherlands - 2	South Africa - 8	Zaire - 1

Professional Appointments - Fourth Quarter

The Advocate (Baton Rouge) - **Katheryn Flournoy, Doug Manship, Jr.**
 Alliance for Affordable Energy - **Gary Groesch, Lela Neff**
 American Sugar Cane League - **Charlie Richard**
 Amistad Research Center - **Donald Devore**
 Arthur Roger Gallery - **Arthur Roger**
 Arts Council of Greater New Orleans - **Shirley Corey, Lake Douglas**
 Associated Catholic Charities - **Sue Weishar**
 Audubon Institute - **Clyde Butler**
 The Honorable **Lindy Boggs**
 Black Legislative Caucus - **Ritha Rosaya**
Cheron Brylski
 Chamber of Commerce - **Chris Laborde**
 Christopher Maier Furniture Design - **Christopher Maier**
 City Council - **Roy Glapion, Oliver Thomas**
 City of New Orleans - **Miriam Lemann, Knox Tumlin, Tony Chu**
 City Park - **Beau Bassich**
 Clinton/Gore N.O. Headquarters - **Denise Estiponal**
 Community Activist - **Pat Evans**
 Courtney Communications - **Bob Courtney**
 Covenant House - **Valerie Bouyer**
 Dillard University - **Edgar Chase III**
 Dole/Kemp N.O. Headquarters - **Brenda Trammell**
George Dureau
 Fitzgerald Advertising - **Ron Thompson**
 Fulton, Johnson, Newman & Pittman Insurance - **Leon Fulton**
 Governor Foster's Office - **Marsanne Goldsby**
 Green's Agribusiness Services - **Bill Greene**
 Historic District Landmark Commission - **Lary Hesdorffer**

Historic New Orleans Collection - **Pat Cromiller**
Dr. Kenneth Holditch
 Janet Elementary School
 John Dibert Elementary School - **Debbie Gallagher**
 JEDCO - **Karl Kottlowski**
 Jefferson Parish Public Schools - **Karen Ranatza**
 Lake Pontchartrain Basin Foundation - **Neal Armingeon**
 Lake Pontchartrain Causeway Commission - **Wilfred Griffin**
 League of Women Voters - **Karen Wimpelberg, Linda Walker**
 Liberty Bank - **Kevin Williams, Ann Duplessis**
 Louis Armstrong Jazz Foundation - **Eddie Edwards**
 Louise McGehee School - **Lee Ritzzo, Dr. Margaret Wagner**
 Louisiana Endowment for the Humanities - **Michael Sartisky**
 Louisiana International Trade Center - **Ruperto Chavarri**
 Louisiana Philharmonic Orchestra - **Sally Perry**
 Louisiana State Museum - **Helene Florence**
 Louisiana State Representative - **Hon Hunt Downer Jr**
 Louisiana State University - **Louis Day, David Perlmutter, LeAnne Daniels, Jay Perkins**
 Loyola Law School - **Vangie Abriel, Blaine Lecesne, Bobby Harges, Keith Vetter, Judge Calvin Johnson**
 Loyola University - **Linda Favret, Richard Hoefler, Lisa Martin, William Hammel, A.L. Lorenze, S.L. Alexander, Michael Braden, Don Cooper, Robert Thomas, Debbie Danna, Larry Lorenz, Jerry Dauterive, Joseph Ganitsky**
 McCloskey Construction Company - **Jack McCloskey**
 Martin Luther King Elementary School - **Norma Plumley**

POTENTIAL TO USE listings
as links/income/member
ships to

not done at all
now. J.Hanna

Mary Landrieu Campaign Headquarters - Verna Landrieu,
Norma Jane Sabiston
Mayor's Office for Environmental Affairs - Amy Clipp
Mayor's Office for International Trade & Development -
Julio Guichard, Carl Galmon
Metropolitan Crime Commission - Rafael Goyeneche
Mitchell Corporation - Frank Gammon
Maginnis and Hurley Law Firm - José Cot
New Orleans Citizens for Urban Trees - Monique Hardin
New Orleans City Council - Troy Carter
New Orleans Museum of Art - John Bullard, Alice Yellin
New Orleans Police Department - Sgt Greg Elder
New Orleans Sewerage and Water Board - Gordon Austin,
Don Crowder, Theola Garrett
Office of the French Consul - Debbie de la Houssaye
Orleans Parish District Attorneys's Office - Peter Brandt
Orleans Parish Municipal Courts - Judge John Shea,
George Wells, Judge Niles Helmers, Jean Newman
Orleans Parish Schools - Cynthia George, Melrose Biagas,
Jane Brown
Port of New Orleans - Peg Culligan
Rice Fowler Law Firm - George Fowler
Roger Ogden Museum of Southern Art - Peggy Outon,
Randy Delehanty
Madalyn Schenk
Southern Structures - Jay Frederick
State of LA, 21st Judicial District Court - Melissa Easley
State of LA, Dept of Labor - John Cornwell
Sylvia Schmidt Gallery - Sylvia Schmidt
The Times-Picayune - Malcolm Forsyth, Tim Morris,
Chris Gay, Lolis Eric Elie
TREE - Sue Brown
Tulane University - Randy Fertel, Beverly Trask, Marty
Sachs, John Baron, John Trapani, Janice Hughes, Bill
Lennon, Ronit Weingarden, Aristides Baraya, Richard
Greenleaf, Nicholas Robins
Tulane Law School - Timothy Milliner, Audrey Evans,
Jerry Speir, Gunther Handl, Adeno Addis, Shael
Herman
Tulane Medical School - Elaine Boston, Ann Anderson,
Irwin Cohen, Penny Jessop
Union Carbide - Tom Jones
United Teachers Union - Connie Goodly
Unity for the Homeless - Peg Reese
University of New Orleans - Susan Howell, Joseph
Logsdon, Elizabeth Williams, Jean Cranmer, Ida
Altman, Kevin Graves, Dinah Payne, Janet Speyer,
Fritz Wagner, Phil Coulter, Jeff Cox, Ahmad
Massasati, Janice Thomas, Provost Lou Paradise
Jeff Prentice, Alea Cot, Carl Wagner,
Margarita Ahumada
UNO Technology Enterprise Center - Brett Matherne,
Norma Grace
U.S. Representative William Jefferson's Office - Stephanie
Edwards
WLTS-FM - Gary Teaney
Woody Jenkins Campaign Headquarters - Christopher
Tidmore
WYLD-AM,FM - Patti Adams

Xavier University - Margaret Eskew, Shamsul Huda,
Ronald Dorris
Ya/Ya - Ruth Dickey

Fourth Quarter Figures:

Visitors & escorts: 86
Countries represented: 35
Hotel room nights: 235

1996...

...was a good year for CIV of Greater New Orleans.
We welcomed hundreds of visiting dignitaries to our
community, where they met with their professional
counterparts and shared the warm hospitality of our
members. USIA showed its appreciation by including
a feature on our CIV in their summer newsletter.

With the help of a USIA grant, we acquired a
powerful new computer; a second grant allowed Board
member Sandra McCollum and me to receive public
relations training in Washington, D.C.

Once again, our **Brunch Around the World** was a
rousing success, and we welcomed many new members
into our organization. None of this could happen
without the hard work and support of the New Orleans
regional community. Thanks to all of you.

Dana Criswell
Executive Director

CIV presents International Movies

January 22 -- The Netherlands
Antonia's Line
January 29 -- Mexico
Like Water for Chocolate
February 5 -- Russia
Close to Eden
February 19 -- Germany
Men

University of New Orleans
Math Building, Room 102

7:30 pm

*All films are FREE
and open to the public.*

Call 280-7266 for more information.

Beyond Hospitality (from page 1)

The problem of AIDS and other emergent infectious diseases cannot be effectively managed without investing in the developing world, which accounts for more than 80% of the infectious disease burden of the world.

Environmental degradation, too, knows no national boundaries. The problems of pollution and deforestation are already major international problems.

Finally, it is ironic that, in a time when it has never been more clear that the destinies of the citizens of the world are highly interdependent, the U.S. is retreating into an isolationist stance. A recent poll suggests that our law makers' attitudes are not in synchrony with the American public. Interestingly enough, the American public believed that the U.S. spends 15% of its national budget on international affairs, while they considered several percent to be reasonable. As it turns out, international affairs, including development assistance, comprise slightly less than 1% of our national budget:

U.S. Budget Outlays by Category - FY 1994

Social security	20%
National defense	17%
Income security	14%
Net interest	14%
Medicare	10%
Other	12%
Health care services	8%
Other domestic	4%
International affairs	1%

Brunch Around the World 1996

This year's "Brunch Around the World" fundraiser was a great success, offering an impressive array of international food donated by some of the area's best restaurants. The October 6 bash was held at the home of Dianne and Van Musso; we were pleased to have Julio Guichard, Director of the Mayor's office for International Trade and Development as our Honorary Chair. Raymond Calvert designed the lovely invitations. Beaucoup thanks to Co-Chairs Alma and Leon Fulton and their hard-working fundraiser committee: Christopher Albright, Roger Griffiths, Norma Palumbo, Jeannie Biggers, Mayra Grimaldi, Julie Rodrigue, Beatrice Hill, Bettye Scott, Yadira Diaz, Sue Hunter, Jacqueline Simon, Susan Eddington, Sandra McCollum, Nena Soler, Julien Feibelman, Shirley McCollum, Jo-Ann Testa, Bebe Freeman, Norma Palumbo, Nancy Turner, Rosemarie Fowler, Bertha Pichon, Carol Werling, Cornelia Whitlow.

The Louisiana Children's Museum Annual

Children's World's Fair

March 8, 1:00 - 5:00 pm

Taylor Energy Hangar, Lakefront Airport

Tickets \$12 - \$15

Food, music & fun from around the globe!

Volunteers needed! Call 523-1357

Great Food Makes a Great Party!

CIV would like to thank the local restaurants and businesses who generously supported our fundraiser with their donations:

Andrea's Restaurant
Bayona
Café Atchafalaya
Croissant D'Or
Dorignac's Food Center
Eve's Market
Jamila's Café Deli
La Madeleine
Luigi's
Mona's Café & Deli
Odyssey Grill
Tujague's Restaurant
Upperline Restaurant

Angelo Brocato
Bertha Pichon Catering
Café Volage
Cucos Mexican Café
Dooky Chase Restaurant
Five Happiness
The Japan Society
Little Tokyo Restaurant
Maurice French Pastries
Palace Café
Siam Café
Taj Mahal

Bangkok Cuisine
Brick Oven Café
City Energy Club
Dante Street Café
Elizabeth Anderson Catering
House of Blues
La Bonbonniere
Louisiana Pizza Kitchen
Michaul's
Plimsoll Club
Street Scene
Taqueria Corona

Expanding French Language and Culture in Louisiana

Mark your calendar now for this one day conference on February 28, featuring UNO professors Frédéric Dimanche, John Perret, and Jerah Johnson, and Rand Speyrer, owner of Acadian Music and Dance company. Conference fee includes all program sessions, materials, a French continental breakfast, and lunch. Call 280-6680 for more information.

Help CIV Welcome International Visitors

We count on volunteers to provide home hospitality and/or sightseeing tours for the USIA-sponsored visitors who come to our area. Meeting American citizens face-to-face this way is generally the highlight of a visitor's stay in the city. Home hospitality usually means having an international guest to dinner in your home -- most CIV volunteer members host once or twice a year. Visitors with limited English are accompanied by an escort/interpreter supplied by the State Department. If you'd like to host international visitors, call the CIV office at 280-7266 for more information.

If you're a CIV member who hasn't hosted for a while and would like for us to give you a call, please let us know.

We are grateful for the support of our Corporate Members:

Head of State - Fitzgerald Advertising

Ambassador - Dauphine Orleans Hotel

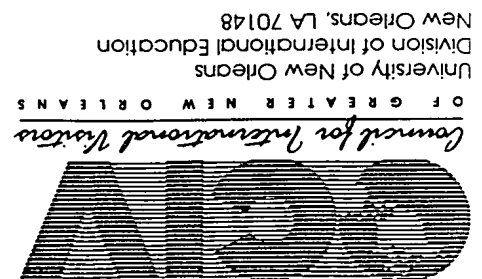
ENTERGY

J. Edgar Monroe Foundation

Diplomat - First National Bank of Commerce

Prytania Park Hotel

Nonprofit
Organization
U.S. Postage
PAID
Permit No. 759
New Orleans, LA



*NCIV convention
Sponsorship opportunities &
internet site links*

LOCAL RESTAURANTS

Listed in order of proximity to the Westin Hotel

Restaurant	Cuisine	Hours	Location	Price Range
Au Bon Pain	Bakery, bagels, salad, soup, sandwiches	M-F: 6:30 am-6pm Sat-Sun: Closed	1101 Vermont 1 Block 842-1179	Meals: \$5.00
Stan's Restaurant & Lounge	Burgers, sandwiches, seafood	M-F: 11:30am-10pm Sat-Sun: Closed	1029 Vermont 1 Block 347-4488	Dinner: \$10.00 - \$15.00
Jack's Famous Deli	Hot & cold salad bar, sandwiches	M-F: 7am-4pm Sat: 8am-2pm Sun: Closed	1129 15th Street 1 Block 429-9880	Breakfast: \$2.00 Lunch: \$4.00
Capitol City Deli	Salad & pasta bar, sandwiches, bagels, yogurt	M-F: 7am-4pm Sat-Sun: Closed	1100 15th Street 1 Block 466-5119	Breakfast: \$2.00 Lunch: \$4-\$5.00
Tokyo Terrace	Japanese and Chinese cuisine	Sat-Th: 12 pm-7:30pm F: 12pm-9pm	1025 Vermont 1 1/2 Blocks 628-7304	Meals: \$5.00 F 6-9pm: all you can eat, \$10.95
Vermont Village Cafe	Homestyle breakfast, soup, salad, sandwich	M-F: 7:30am-4pm Sat-Sun: Closed	1025 Vermont 1 1/2 Blocks 393-3260	Breakfast: \$0.99 specials Lunch: \$5.00
Vermont Pizza and Restaurant	Breakfast, pizza, pasta, spinach pie, salad, subs	M-F: 6am-4pm Sat: 7am-2pm Sun: Closed	1025 Vermont 1 1/2 Blocks 783-6619	Breakfast and Lunch: \$3.00 - \$6.00
Filibusters	All you can eat buffet -- dinner and breakfast	Open 7 days am: 7-10 pm: 6-9	1155 14th Street 1 1/2 Blocks 737-1200	Breakfast: \$6.95 Dinner: \$11.95
Subway	Breakfast and lunch sandwiches	M-F: 7am-8pm Sat: 10am-5pm Sun: Closed	1023 15th Street 1 1/2 Blocks 898-6393	Sandwiches: \$3-\$6.00
Alex's Deli	Breakfast, salad bar, sandwiches	M-F: 6:30am-4pm Sat-Sun: Closed	1020 15th Street 1 1/2 Blocks 637-3588	Lunch: \$3-\$4.00

Hunan	Chinese and carry out	M-Sat: 11am-9pm Sun: 12pm-9pm	1010 15th Street 1 1/2 Blocks 347-2098	Meals: \$3-\$7.00
Salute! Cafe	Hot/cold salad bar, burgers, sandwiches	M-F: 7am-4pm Sat-Sun: Closed	1400 L Street 1 1/2 Blocks 289-7812	Breakfast and Lunch: \$2.00 - \$4.00
New World Deli	Breakfast, salad, sandwiches	M-F: 6:30am-4pm Sat-Sun: Closed	1110 Vermont 2 Blocks 861-8033	Meals: \$4-\$5.00
California Grill	Breakfast, tapas, soup, sandwich, empanada, salad	M-F: 6:30am-5pm Sat-Sun: Closed	1090 Vermont 2 Blocks 289-2098	Meals: \$3-\$6.00
China Cafe	Lunch and dinner	M-F: 11am-9pm Sat-Sun: noon-9pm	1018 Vermont 2 1/2 Blocks 628-1350	Meals: \$3-\$5.00
Pan Asian Noodles and Grill	Asian cuisine	M-F: 11am-8:30pm Sat-Sun: Closed	1018 Vermont 2 1/2 Blocks 783-8899	Meals: \$5-\$10.00
P & T Sub Shop	Sandwiches	M-F: 7am-4pm Sat-Sun: Closed	1010 Vermont 2 1/2 Blocks 347-2323	Meals: \$3-\$6.00
Julia's Empanadas	Baked empanadas for break. and lunch	M-F: 7am-7pm Sat: 11am-4pm Sun: Closed	1000 Vermont 2 1/2 Blocks 789-1878	Meals: \$2-\$3.00
Fran O'Brien's Steak House	Seafood, steak, sandwiches	Daily: 11:30am-1am	1001 16th Street 2 1/2 Blocks 783-2599	Meals: \$6-\$20.00
Georgia Brown's	New Southern cuisine	M-F: 11:30am-11pm; Sat: pm Sun brunch&pm	950 15th Street 3 Blocks 393-4499	Lunch and Dinner: \$15.95
Isabella	Mediterranean cuisine	M-F: lunch/din Sat: 6pm-11pm Sun: Closed	809 15th Street 3 Blocks 408-9500	Lunch: \$8-\$20 Dinner: \$12-\$20
Ha' Penny Lion	American fare: sandwiches and salads	M-F: 11:30am-10pm Sat-Sun: Closed	1101 17th Street 3 1/2 Blocks 296-8075	Meals: \$6-\$9.00

The Grand Gourmet Deli	Breakfast, salads and sandwiches	M-F: 7am-4pm Sat-Sun: Closed	1101 17th Street 3 1/2 Blocks 466-4665	Meals: \$5-\$6.00
McCormick & Schmick's	Seafood, pasta, meat, salad, sandwiches	M-F: 11am-11pm S-S: 5pm-10pm	1652 K Street 4 Blocks 861-2233	Lunch: \$7-\$10 Dinner: \$10-\$30
The Mudd House	Breakfast, pizza, sandwiches	M-F: 7am-5:30pm Sat-Sun: Closed	1726 M Street 4 Blocks 822-8455	Meals: \$5.50
L.A. Cafe	Breakfast and lunch	M-F: 6am-4pm Sat-Sun: Closed	1719 M Street 4 Blocks 775-1652	Breakfast: \$2.00 Lunch: \$4-\$5.00
Tuscana West	Italian cuisine	M-F: lunch/din Sat: dinner only Sun: Closed	1350 I Street 4 Blocks 289-7300	Meals: \$9.95-\$20.95
Koukla	Greek - lunch and dinner	Daily: 11:30 am-10:30 pm	1801 M Street 5 Blocks 293-1212	Meals: \$6-\$13.00
Daily Grill	Everything -- huge menu! Sunday brunch	M-Sat: 11:30am-11pm Sun: 10am-9pm	1200 18th Street 5 Blocks 822-5282	Meals: \$7-\$20.00
Sesto Senso	Beautiful Italian restaurant	M-F: lunch Dinner daily: 5:30-10:30pm	1214 18th Street 5 Blocks 785-9525	Meals: \$8-\$14.00
Whatsa Bagel	Bagel and sandwich shop	M-F: 7am-6pm Sat 7:30am-3pm Sun: 8am-3pm	1216 18th Street 5 Blocks 293-8990	Meals: \$2-6.00
Cafe Luna	Italian - three meals daily	M-F: 8am-11pm S-S: 10am-11pm	1633 P Street 5 Blocks 387-4005	Meals: \$6-\$8.00
Skewers	Middle Eastern cuisine - lunch and dinner	M-Sat: 11:30am-11pm Sun: 5pm-11pm	1633 P Street 5 Blocks 387-7400	Meals: \$7-\$14.00
Bua Thai Cuisine	Lunch and dinner	M-F: 11:30am-2:30, 5-10pm S-S: 12-4, 5-10	1635 P Street 5 Blocks 265-0828	Lunch: \$6-\$7.00 Dinner: \$8-\$13.00

Art Gallery Grill	Sandwiches, burgers, salad, chicken	M-F: 7am-10pm Sat-Sun: Closed	1712 I Street 5 1/2 Blocks 298-6658	Meals: \$8.00
Bertucci's	Brick oven pizza, pasta, salad	M-Sat: 11am-11pm Sun: 12pm-11pm	1218 Conn. Ave 6 Blocks 463-7733	Meals: \$6-\$13.00
Il Radicchio	Italian - pizza, salad, sandwiches	M-Sat: 11:30am-11pm Sun: 5pm-11pm	1503 17th Street 6 Blocks 986-2627	Meals: \$7-\$16.00
Sushi Taro	Japanese lunch and dinner every day	Lunch: 11:30-2 Dinner: 5:30-10	1503 17th Street 6 Blocks 462-8999	Lunch: \$7-\$12 Dinner: \$8-\$30
Pop Stop	Coffee shop and bakery, sandwiches	Sun-Th: 7:30am-2am F&S: 7:30-4am	1513 17th Street 6 Blocks 328-0880	Meals: \$2-\$6.00
Randy's Cafe	Sandwiches, Sunday all-you-can-eat brunch	M-Th: 11am-11pm F&S: 11-12am	1517 17th Street 6 Blocks 387-5399	Meals: \$5-\$8.00
Peppers	Tex-Mex cuisine	M-Sat: 12pm-12am Sun: 11am-11pm	1527 17th Street 7 Blocks 328-8193	Meals: \$6-\$9.00
Capital City Brewing Company	Steak, seafood, sandwiches, pasta, salad	Open Daily: 11am-11pm	1100 New York 7 1/2 Blocks 628-2222	Lunch: \$8.95 Dinner: \$15.95

PCT/US 00/00382



WORLD AFFAIRS COUNCIL OF ST. LOUIS, INC. INTERNATIONAL VISITOR PROGRAM

OFFICERS

Mr. George L. Hibbard
President

Mr. Bruce S. Buckland
Vice President

Ms. Linda K. Leuckel
Executive Director

The U.S. Presidential Campaign

Multi-Regional Project

9/26-10/23 1996

Robert Means, Program Officer

From: Maleaner Harvey
St. Louis, Missouri

To: Robert Means
Delphi International
Fax: (202) 842-0885

Re: St. Louis resources for the "U.S. Presidential Campaign" project.

The delegation will have the opportunity to meet with:

League of Women Voters, a nonpartisan citizens organization promoting participation in government through distribution of information on candidates and issues. The organization will take positions on issues which have been studied and discussed by the membership; it promotes registration and voting through providing educational information to the public. For example, each fall a brochure is formulated for distribution asserting the importance of voting. The delegation would meet with **Ms. Mary Brown**, *Instructional Coordinator*, and **Ms. Vivian Schmidt**, *Office Coordinator*.

Reform Organization of Welfare's (ROWEL) Executive Director, **Jeanette Mott Oxford** will discuss the organization's role in supporting welfare rights for qualifying individuals. (ACORN is a similar organization which promotes and supports welfare reform.)

Ms. Mary Renick, *Director of Congressman Richard Gephardt's (House Minority Leader) Office* will assist in setting up a meeting with Clinton's local campaign office to meet volunteers and observe the day-to-day activities. **Ms. Amy White** of *Senator Ashcroft's Office* will assist in setting up a meeting with Dole's local campaign office to discuss campaign activities statewide.

Member of NCIV

National
Council for
International
Visitors



The delegation will receive an economic overview by **Mr. Dennis Coleman**, *Executive Director, St. Louis County Economic Council*. The Council is a St. Louis County umbrella organization for 4 economic development agencies: Industrial Development Authority, Local Development Company, Port Authority, & Land Clearance for Redevelopment Authority.

St. Louis Regional Commerce & Growth Association (RCGA) is primarily an economic development agency working to increase the number of businesses and jobs in the 10-county, 2-state metro area. It also performs some of the traditional chamber of commerce functions. **Ms. Lynda Andrews**, *Manager of World Trade*, will meet with the delegation to discuss local economic and business perspectives.

There are two professors of Political Science at Washington University which come to mind. **Dr. Andrew Sobel** and **Dr. Victor LeVine** will discuss the 1996 Presidential campaign as well as the Vice Presidency debate; taking place in St. Louis during their visit.

Ms. LaDonna Higgins, a Libertarian Party representative might be appropriate to address anti-tax advocacy. She is currently working with me to identify anti-tax advocacy groups in St. Louis. The Libertarian Party disagrees with most taxing, however, not all taxing. Ms. Higgins would give the 3rd party perspective as it relates to taxing.

Cultural events: Home Hospitality, and the delegation could take a Gateway Riverboat Cruise; a one-hour narrated cruise on the "Tom Sawyer" or the "Becky Thatcher." Also, Dixie Dinner Cruises with live bands are available. They could also spend an evening with the St. Louis Symphony Orchestra or at the Fox Theater.

Rob,

I have summarized major components of this delegation's visit to St. Louis. I would also arrange a discussion with a diverse group of people on their thoughts and criticisms in reference to the Presidential debate. If you have any questions or would like more information on resources, please let me know. I look forward to speaking with you soon. Thank you for your support!

Best Regards,



Maleaner R. Harvey
Program Coordinator

Group Project Proposals (Saturday, April 5, 4:00-5:30)
Maleaner R. Harvey, World Affairs Council of St. Louis (Panelist)

*Janet Bavel
5 group projects*

RESOURCE SHEET

Economic & Small Business Development St. Louis, Missouri

Center for the Study of American Business, Washington University- The delegation would meet with **Dr. Murray Weidenbaum**, *formerly on the President's Council of Economic Advisors*. He would explain how the center publishes papers, speeches and conferences designed to enhance the understanding of the private enterprise system and the key forces affecting it, especially in the area of trade.

East-West Coordinating Council is the planning and research agency for the Greater St. Louis area including portions of Illinois. They evaluate transportation, environmental and planning issues as well as study economic development. The Council is an expert on the existing economic structure between the St. Louis city, county, and other municipalities. For example, Metro-Link; a new light rail transportation system which crosses several counties within the Missouri and Illinois.

Junior Achievement of Mississippi Valley, Inc. prepares youth for careers as entrepreneurs. One particular program includes the opportunity for students to work with peers by managing and operating their own company.

Laclede's Landing Re-Development Corporation's primary goal is the economic development and revitalization of the classic riverfront area and the structural renovation of the *Laclede's Landing Historical District*. The President of the Re-Development Corp. would meet with the delegation to discuss how this project was designed to promote entrepreneurship in the area by encouraging businesses to invest.

Regional Commerce and Growth Association (RCGA) is a highly respected Chamber of Commerce for the City of St. Louis. It promotes and encourages regional teamwork for economic development, small business, trade shows, and transportation. RCGA also promotes regional cooperation in economic development throughout the St. Louis area.

City of St. Charles-Office of Economic Development is located in St. Charles County, the fastest growing county in the St. Louis region. Commercial and service related riverfront development increased small business representation in this city.

St. Louis Development Corporation (SLDC) functions as the economic development arm of the City of St. Louis. The primary goal of SLDC is to stimulate economic growth in the city by offering assistance to businesses and industries in their relocation and expansion plans. This includes: small business loans, revenue bond financing, tax abatement, and business assistance services. It also facilitates business and industrial growth through six agencies.

St. Louis County Economic Council (STCEC) primarily provides services and information similar to SLDC. The main responsibility of STCEC is economic planning and development for St. Louis County. STCEC is also responsible for the operation and management of 'incubator' systems. The 'incubator' system provides management, low cost space, and shared services to entrepreneurial business start-ups. The two 'incubator' centers in our area are:

1. **Chesterfield 'New' Incubator facility** located near the Missouri river. It is similar to the Enterprise Center in the variety of services it offers to start-up businesses, including low-cost industrial & office space, office services & limited financing programs.
2. **Synergy Center** provides start-up businesses with much assistance during their critical first years. It offers office space and warehouse/ production space to start-up businesses. The center stimulates new business development and job creation by offering supportive, entrepreneurial atmosphere and low-cost services to tenants. It is located in St. Charles County.

St. Louis Small Business Development Center provides management consulting to potential and existing small businesses. The center helps new businesses to become more productive and profitable, in order to stimulate diversity and growth in the small business sector of the economy.

St. Louis Small Business Journal is a weekly newspaper designed to provide information to the St. Louis business community. Reporters from this journal can discuss current issues surrounding entrepreneurship in St. Louis and our region.

St. Louis Small Business Monthly is a newspaper published monthly for small business owners, entrepreneurs, and growing companies.

U.S. Small Business Administration (SBA) aids small to medium businesses, on a district level, by providing access to a number of services.

University of Missouri-St. Louis, School of Business offers academic courses to students specializing in entrepreneurship. **Ranken Technical College** offers technical education to its students. Delegates would learn more about how emphasis is placed on entrepreneurship as students prepare for graduation.

INTERNATIONAL
DIPLOMACY COUNCIL

put online

Professional and Cultural Services (PCS)
APPLICATION

Name: _____

Company/Organization/Agency: _____

Address: _____

Phone: _____

Fax: _____

Proposed Dates of Visit: _____

Number of Proposed Visitors: _____

Please attach biography/curriculum vitae for each visitor. Information should include name, present position, previous position, education, languages spoken, and personal data (age, sex, etc.).

Professional Objective of Visit: _____

How may we be helpful to you? _____

Will you require arrangement of accommodations? If not, please include information on your intended accommodations, including type and address: _____

Upon receipt of your application, our programming staff will review your request and contact you by phone or fax. After this process, IDC will provide a proposed itinerary and fees. A deposit of fifty percent (50%) of fees is necessary to commence work on your program. The remaining fifty percent is due upon arrival. Method of payment is by transfer of funds only for companies outside of the United States. Credit cards or company checks accepted otherwise.

Sample Calculation
Pittsburgh Council for International Visitors

Staff Programming Costs

One Day Programming Costs (Two Appointments per Day)

Amount Being Charged - \$100

Actual Costs:

1/2 hour @ \$11.50/hr for Program Coordinator to discuss request with program agency	\$ 5.75
1/4 hour @ \$15/hr for Exec. Dir. to confer with Program Coordinator	3.75
1/2 hour @ \$11.50/hr for Program Coordinator to research resources	5.75
1/2 hour @ \$11.50/hr for Program Coordinator to prepare program for volunteers	5.75
3 hours volunteer time at \$6.00/hr to make calls and prepare appointment confirmations and other paperwork	18.00
1/2 hour @ \$11.50/hr for Program Coordinator to prepare program for typing by Administrator of Systems	5.75
3/4 hour @ \$10/hr for Administrator of Systems to type program	7.50
1 hour @ \$11.50/hr for Program Coordinator to proof program, prepare maps, fax to program agency & make file copies	11.50
Copying and fax costs	1.50
1/2 hour @ \$11.50/hr for Program Coordinator to deliver program	5.75
10 minutes volunteer time to thank resource after appointment @ \$6.00/hr	1.00
	<u>\$ 71.00</u>

IDC RATES FOR PCS

(estimates for a group of 4)

Airport transfers (one-way)	\$ 140
<i>IDC will provide:</i> Ground transportation from the airport to the hotel.	
Welcome packets which include maps and guides of the downtown and surrounding areas.	
Tour of the Bay Area	\$ 260
<i>IDC will provide:</i> A guided tour on a minibus of the city or surrounding areas of choice. A guided tour of the wine country with a picnic at a winery could also be arranged. (4 hours) (if over 4 hours, price would increase hourly by \$50) (price includes transportation)	
Home hospitality	\$ 100
<i>IDC will provide:</i> Either a reception honoring the delegation of smaller group dinner engagement in the home of IDC members. Transportation will be provided by our members.	
Professional programming (\$50 per person per appointment)	\$ 200
<i>IDC will provide:</i> Professional appointments to fulfill professional objectives of the visitor(s). These appointments are custom designed to learn, explore, assess business, professional, and cultural opportunities in the United States.	
Transportation for professional programming (4 hours)	\$ 260
<i>IDC will provide:</i> Ground transportation from the hotel to the meetings and will return the group to the hotel at the end of their day. Each additional hour is \$50.00.	
Administrative fee	\$ 200

CIVs =

Destination Management Organizations

*Generate revenues through your
years of experience with the IVP*

Lost Revenues

1. How many calls do you receive weekly asking for assistance?
2. How many do you turn away or refer to other organizations & companies?

Destination Management What is it you manage?

Hotel arrangements
Transportation
Sightseeing
Meals...

Who are you?

- ◆ Redefine who you are & what you do
- ◆ List your resources & capabilities
- ◆ Outsource work to top professionals
- ◆ Determine where fees can be charged vs. what you do pro-bono
- ◆ Ask client "What is your budget?"
If you don't ask, you'll never get!

CIVs make thousands of arrangements!!

◆ Hotel nights.....	65,600
◆ Professional Appointments.....	33,180
◆ Sightseeing Tours.....	3,029
◆ Homestay nights.....	9,139
◆ Home Hospitality Meals.....	8,857
◆ Receptions.....	549
◆ Classroom Presentations.....	503
◆ Arts performances.....	906
◆ Work-Related Tours.....	4,629

Sample CIV Services

- | | |
|--------------------------------|---------------------------------|
| ◆ Hotel Arrangements | ◆ Seminars |
| ◆ Transportation | ◆ Professional Appointments |
| ◆ Sightseeing Tours | ◆ Welcome Packets |
| ◆ Meeting Rooms/AV | ◆ Cross Cultural Seminars |
| ◆ Itinerary Planning | ◆ Receptions |
| ◆ Translation & Interpretation | ◆ American Cultural Experiences |
| ◆ Meal Arrangements | |
| ◆ Internships | |



Provide One-stop Int'l Services

Join local organizations that refer clients
CVBs Chambers HSMA MPI

Create your own database of suppliers
Use directories from Chamber and CVB

CVBs Membership Services

Convention & Visitors Bureaus

- ◆ Provide directory of suppliers who will provide services
- ◆ Provide leads of domestic and international groups visiting your city: short-term leads (one month to one year)
- ◆ Provide leads of large meetings that will be in your city: longer-term leads (several months to five years).
- ◆ Provide referrals for your services



Information Sources

- ◆ Convention & Visitors Bureau
- ◆ *Call your local Bureau for membership info*
- ◆ Hotel Sales & Marketing Association
- ◆ *Call HSMAI's national office at 202.789.0689*
- ◆ Meeting Professionals International
- ◆ *Call MPI's national office in Dallas at 972.702.1000*

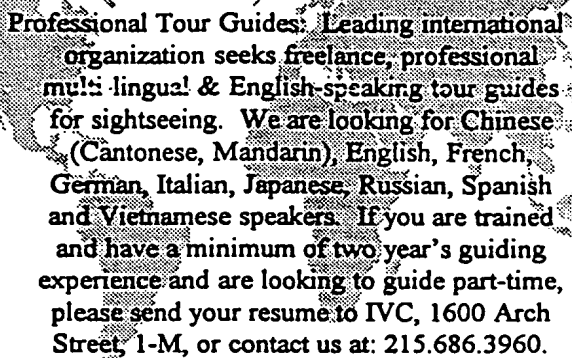
Sample Price Structure for Non-IV Programs

SERVICE	CHARGE FEE	CONTRIBUTION
Hotel arrangements		Receive 10%
Transportation	Add 15%	10%
Sightseeing	\$40/hr. Add 100%	
Professional Meetings	\$100 to 800/day	
Interurbipis		
Cultural Experiences	\$35-50 dinner hospitality or minimum of \$50 admin. fee	
Meal arrangements	Add 15%	
Welcome packets	\$3 per person or more	
Cross-cultural materials		
Rooms/facility rentals		
Translation services	Add percentage or	10-15%
Catering		10-15%

Potential Clients
Non-US Government

- ◆ Local corporations with international clients
- ◆ Local corporations looking for executive cross-cultural training
- ◆ Foreign companies training executives (Samsung)
- ◆ Schools/universities orienting international students to city & region
- ◆ Hotel concierges and sales managers needing sightseeing
- ◆ Tourists needing sightseeing, interpretation
- ◆ Military bases with international personnel

WANTED



Professional Tour Guides: Leading international organization seeks freelance, professional multi-lingual & English-speaking tour guides for sightseeing. We are looking for Chinese (Cantonese, Mandarin), English, French, German, Italian, Japanese, Russian, Spanish and Vietnamese speakers. If you are trained and have a minimum of two year's guiding experience and are looking to guide part-time, please send your resume to IVC, 1600 Arch Street, 1-M, or contact us at: 215.686.3960.

IVC of Philadelphia

Philadelphia's International Leadership Business & Cultural Exchange

Translation/Interpretation Referral

Fax Cover Sheet

1/10/97

To: **The Lingual Institute** Fax: **215.561.3883**

From: *Fern Denner* Phone: *686 393 1*

IVC Office: 215.696.3961 IVC Fax: 215.686.3930

Number of Pages Including This Cover Sheet: 1

The following person has called IVC and is interested in:

	Translation	Interpretation	Instruction
Name:	<i>for Carlos Herda</i>	<i>+ Alberto Cervetto</i>	
Phone:	<i>request by Mark Lusvardi - USA</i>		
Address:	<i>703-631-7078 X 17</i>		

Language(s): *Spanish*

Comments: *Mr Lusvardi is calling you directly. Request is for a couple of weeks from now.*

International Diplomacy Council

PCT/US 00/00382

Room Rental:	
Fee includes: Rental, Set up, Clean up, Coffee Service	
Food: Bagels and rolls:	
Sandwiches, salads, fruit:	
Soft drinks:	
Delivery and tip:	
Invitation Mailing: Postage (500 x .32 = \$160)	
Printing:	
Invitations (500 x .75)	
Flyers (300 x .05)	
Seminar Packets (75 x 1.50)	
Name Tags and Signage:	
Final Report Production & Mailing:	
Taping of Proceedings	
Producing written report	
Mailing to all invitees (500 x .78)	
Stationery & envelopes	
Administration:	
Administrative Assistant (80 hours @\$15/hour)	
Agency Fee: Executive Director	
Benefits/Payroll Taxes:	
Administrative Assistant & Executive Director	
Indirect Costs:	
Agency Overhead (@22%)	
TOTAL DUE	

Destination Management

Manager's Notebook

Help is on the Way

What a Destination Management Company Can Do for You

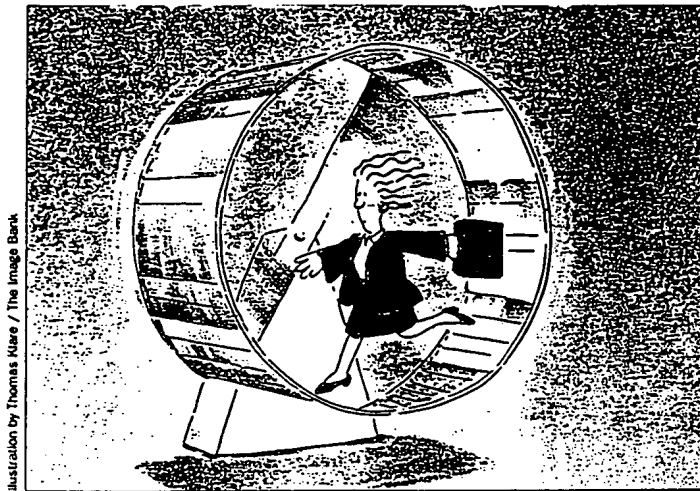


Illustration by Thomas Klare / The Image Bank

by
Sylvia Rottman

You're a busy professional who knows what's required for every type of meeting for which you are responsible. You also know it's not possible for you to personally handle every detail on some of your projects: the meeting is too large; the time frames between sessions and events are too short; not enough staff is available. What you need is another you.

Well, there is no other you, but there is something that may come close. No matter where your meeting or project is scheduled, help is as close as your nearest destination management company. The newest association in the meetings management field has begun to take some of the mystery out of the most invisible component of the invisible industry of meetings.

"Destination management company" (DMC) is a relatively new term, but the companies carrying this label are anything but new. Some 30-odd years ago, transportation companies started to see an increase in the number of clients interested in renting equipment of all types—buses, vans, limousines and the like. The increase correlated with a proliferation of meetings and larger conventions. When this occurred, some clients started to request services other than transportation equipment. These companies attempted to meet the need, and the name "ground operator" emerged.

During the early '80s, some segments of the U.S. economy were struck by a recession, which resulted in the downsizing of some organizations (sound familiar?). They let their meeting professionals go, but they still needed the services performed by them. What to do? Hire them back as independent contractors on a short-term basis.

That was fine for the companies, but it didn't fully meet the needs of the meeting professionals. To continue in their profession, they would need to work for more than one company or organization. They also recognized the need to know everything possible about the destination in which they perform their services. For example, which company has the most reliable buses? What entertainer is available for that special evening? Is a permit required to hold a picnic in that park? Where do you get the permit? How much will it cost?

What are the other rules and regulations related to holding this picnic (or ball game or concert)? What is the history of this area (destination)? Are there sufficient, well-versed guides to take people to see the areas of interest? What restaurants can handle this size group? Should box lunches be an option, and if so, where are they available?

These questions are only a few that early practitioners of destination management faced. Not only did they need to know all the preceding issues, but they also needed to determine how to set up a small business, because that, indeed, is what they were becoming.

Marketing, networking, selecting which organizations would be best for the company—all these questions needed answers. Because many people had come from the meetings management segment of the industry,

they understood the need to stay current in that segment of the industry and joined MPI, PCMA, ASAE and other meeting-related organizations. All had (and have) one thing in common: a can-do attitude. If a client needed a service—even if it was one they had never performed before—they found a way to do it.

Now the destination management component is maturing, and meeting professionals have come to rely on these mainstays to get them through challenging projects. Many times, the meeting manager doesn't have the luxury of time to research all the answers for various projects and components. Destination management professionals realize they're obligated to know about the peculiarities of the specific destination. They become locale-specific logistic and event experts for their respective destinations. They research which new loca-

tions are available, the cost of various sites, the contacts and how to make everything work. The staff is continually educated on all aspects. Quality independent contractors with special skills and talents are investigated and recruited.

Most destination management professionals use only people who have been recommended by someone who has already performed outstanding project work. For a large event, it's not unusual to draw on a pool of 150 contractors. Care is taken to match the project staff with the needs of the meeting professional.

Another coming-of-age sign for this segment of the industry is that in June 1995, an educational association was formed: the Association of Destination Management Executives (ADME). Its goals are to raise the level of professionalism, to explore the best ways of doing business and

My merr

7/96

• serving customers, and to educate those customers as to what they can expect from a destination management company. The fledgling organization held its first annual conference in January 1996. Among the first speakers were meeting professionals from both the corporate and association fields.

DMCs are architects and general contractors for meeting professionals. They outline ideas via proposals, and once the decision is made, make the desired components happen. Just as convention services managers in hotels and decorating companies in the exhibit hall become extensions of your staff, your ultimate outsource partner outside the education sessions and exhibit halls can be your destination management company.

Depending on the company and the staff specialists in the company, DMCs offer (but are not limited to) the following: creative proposals for special events within the meeting; guest tours; VIP amenities and transportation; shuttle services (including statistics) to assist with future planning; staffing within the convention center; picnics and other outdoor activities, such as team building; entertainment, both headliners and talented locals, and sound and light professionals; decor and theme development; ancillary meetings management professionals; advance and on-site registration services; and housing.

Where do you find the ultimate outsource partner for your needs? Whether in or out of town, begin with the local convention and visitors bureau—or, if there isn't one, the chamber of commerce. Serious DMC professionals belong to one of these organizations. Ask colleagues if they can recommend one in the locale. If you have successfully used a company in the past, ask if they can refer you to someone in the next city. Some companies belong to marketing groups that have stringent requirements for the individual companies. Inquire if the company belongs to ADME, which has membership crite-

ria to help ensure reliability of the members. Prepare a request for proposal and send it to the companies being considered.

And don't hesitate to use a DMC in your own backyard. The time and effort saved can make it extremely cost-effective to use one, no matter where you are. It will have the most current information on sports events,

cultural activities, festivals, and just plain fun and facts to help you be the best you can be for every meeting and event you manage. Your staff can then concentrate on the organization-related details that only you can handle. MM

Sylvia Rottman is executive vice president of the Association of Destination Management Executives in Denver.



Promoting International Linkages

As policy-makers reassess the role of international exchanges in U.S. foreign policy, supporters of the International Visitor Program must make a concerted effort to illustrate the importance of international linkages both locally and globally. Below are some ideas on how to promote the activities of your organization in your community and increase support for the International Visitor Program.

- ✉ SEND one-page questionnaires to new and old resources to update your local network and remind contacts about the IV Program. Questionnaires might request address confirmation and current areas of interest. Faxed transmissions or E-mails can be used to reduce cost!
- ✉ DEVELOP a cross-referenced database of local contacts with their thematic specialties and international interests. Assists with accessing professional resources, identifying possible international trade linkages, and locating hospitality hosts. Great for programming and soliciting support for the IV Program!
- ✉ TARGET a specific country or region one month a year. Alert programming agencies. Arrange for an international visitor to be an active participant or speaker during an activity that month. More advanced notice makes more things possible!
- ✉ ADVERTISE international linkages forged by the IV Program to state elected officials and local media outlets. Develop standard press release to be faxed to political and media contacts following a local program. Indicate when the visitors arrived and with whom they met. The more local voters and businesses on the press release the better!
- ✉ REMEMBER interactive forums between the international visitors and people in your community ALWAYS make the program more memorable for the visitors and your membership. Try an informal roundtable, afternoon reception, or even a brown-bag lunch!

ROAD MAP

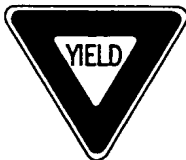
Tips on Making a Local Program Better



ORIENT visitors to where they are and what they are doing there. International visitors will have already been told three times why they are visiting your community, but they still need to be reminded! A personal orientation to your city and the local program is best.



DO NOT program on a travel day. Like everyone, visitors are tired after a day of travel and need time to become acclimated to their new surroundings. An afternoon tour of the city following a morning arrival might be the exception.



PACE the program. Too many appointments in the local program make for a frantic escort officer and an unhappy visitor. Remember, the more professional programming arranged for a visitors during the day, the less agreeable he or she will be to participate in home hospitality!



GROUND TRANSPORTATION must fit transportation needs. Make certain that vans used for airport transfers not only have enough room for the visitors, but also their luggage! Anticipate 2-3 bags per visitors depending on whether you fall near the beginning or end of the national program.



STOP AND ENJOY the program! Remember, the USIA International Visitor Program is one of the best international exchanges sponsored by the U.S. Government! Try to escape from your computers and offices as much as possible to meet the visitors! It's the best part of the IV Program!



Building a Winning Proposal

The success of a project bid will depend on the creativity and detail provided in the proposal. It is at this stage that the cooperation of a CIV can be so critical. By ensuring a competitive and compelling proposal, you increase the chances of the visitors coming to your community. A timely faxed or E-mailed copy of your ideas can facilitate the process. Please find below a few suggestions for responding to program agency proposal inquiries:



Be sure to give suggested names and organizations for each theme. A brief description of the speaker or the organization is also useful. Include, for example, the institution's mission, the speaker's professional background, ethnic origin, or issues they are particularly strong and dynamic in.



Describe any site visit or activity that would illustrate the theme being examined in your city. Such activities get visitors out of conference rooms and provide variety and interaction with the community.



Suggest any community resource that would be particularly interested in the group.



Highlight a well-received past appointment or activity that would be appropriate for the project.



Suggest creative or innovative approaches or new resources you would like to incorporate.



Include any community or cultural events that would be taking place during the visitors' stay in your community.



Indicate if your members would like to host a reception, home hospitality, a day trip to the mountains, farm visit or other activity. Also, mention if you would be able to program in a small community outside the city.



Delphi International

April at Delphi...

Delphi welcomes a group of **forty-two students** of economics and accounting and one professor from the University of the Republic from **Uruguay** to the United States under the auspices of the Voluntary Visitors Program of the USIA to study the U.S. **economic system**.

A **Member of Congress from Mexico** will be visiting the United States to get a better understanding of the U.S. Congress and **federalism**.

A group of **seven government press officials from the Palestinian National Authority** will travel to the United States to study **government-press relations** in the U.S.

A **State Duma Deputy from the Republic of Dagistan (Russia)** and his legislative aid will be visiting the United States to study **U.S.-Russian relations and U.S. foreign policy**.

A **multiregional group of fourteen participants**, including six national legislators, will be examining the **role of Congress** in the U.S. political system.

The **Mayor of Reykjavik, Iceland**, will travel to the United States, under the sponsorship of the USIA IV program to learn more about **public administration and city management**.

A group of **five university educators from the Indonesian Ministry of Education** will visit the United States to investigate **U.S. accreditation issues**.

The **Technical Secretary of the Mexican Office of Support for Political Institutions and Organizations** is visiting the U.S. to study **political systems and electoral processes**.

A group of **ten young political leaders from the Kingdom of Thailand** will visit the United States to examine issues in **American federalism and democracy**.

The **Senior Policy Advisor of the Ministry of Justice** for legal cooperation with the United States in the **Netherlands** will be examining the **U.S. judicial system**.

Two **district court prosecutors** will be travelling as guests of the **American Institute in Taiwan**, a non-profit, private corporation which encourages commercial, cultural, and other relations between the people of the U.S. and Taiwan to study **intellectual property rights**.

A group of **ten officials from the Norwegian Defense and Foreign Affairs Ministries** will be visiting the United States under the auspices of the Voluntary Visitors Program to examine **NATO and defense related issues**.

The **Administrator of the International Affairs Unit of Agriculture at the European Commission** will visit the United States to study **U.S. agriculture** and the 1996 Farm Bill.

Three professionals in advertising and entertainment from Kazakhstan will be visiting to increase their understanding of **communication policy, advertising, and mass media.**

A group of nine journalists and editors from Latin America will visit the United States under the sponsorship of USIA to become familiarized with **economic reporting.**

The Coordinator of Alexandra Community Television, South Africa, will be visiting the United States to learn more about **U.S. television and radio broadcasting.**

A group of nine members of the Norwegian Atlantic Committee is visiting the United States under the auspices of the Voluntary Visitors Program of the U.S. Information Agency to study **U.S. foreign policy** directions with particular emphasis on NATO relations.

The Administrator of Origin of Goods Unit at the European Commission will be participating in the International Visitors Program studying the management of **customs and international trade** in the United States.

A Member of the Hokuren Federation of Hokkaido Agricultural Cooperatives in Japan will be visiting the United States to enhance his understanding of **U.S. agricultural policy.**

A Journalist in International Affairs from Japan will be participating in the International Visitors Program to learn more about **U.S. defense policy** as well as security strategies vis-a-vis Asia.

The Deputy Director of the Urban Building Division at the Japanese Ministry of Construction will be visiting the United States under the auspices of the International Visitors Program to learn more about **urban planning** and especially the U.S. Building and Fire Codes.

A group of five Brazilian journalists will be visiting the United States under the auspices of USIA to study the concepts and practices of **public journalism.**

Two officials of the Department of Intellectual Property Rights within the Ministry of Commerce in Thailand will visit the United States to investigate the **enforcement of intellectual property rights laws.**

The Deputy Director of Legislation and Political Relations Directorate at the Cabinet for Netherlands Antillean and Aruban Affairs will visit the United States to examine U.S. **foreign policy in the Caribbean.**

The Undersecretary of Statistics & Information Affairs from the Ministry of Development in **Oman** will visit the United States to analyze U.S. **economic policy planning and development** as well as **women's issues.**

The Library Manager of the Caracas Binational Center in Venezuela will visit the United States as part of the Voluntary Visitors Program to learn more about **library science.**

A group of five journalists, academics, and cultural affairs officials from Latin America will visit the United States under the sponsorship of USIA to gain an understanding of U.S. **foreign policy**, the formulation process, and, in particular, U.S.-Latin American relations.

For additional information on Delphi International, please contact:

Ms. Marta Etienne, (202) 898-0950, ext. 13.

ValerieMartin:w:\onepage04.vm



DELPHI INTERNATIONAL

1828 L Street, N.W., Suite 900
Washington, DC 20036

Telephone: 202/898-0950
Fax: 202/842-0885
e-mail: @delphi-int.org

DELPHI CONTACT LIST

When you phone Delphi, you will hear an automated voice-mail message. If you know the extension of the person you wish to speak with, you can enter the extension followed by the pound sign (#) as soon as the recording begins. You do not need to listen to the entire message.

An updated list of telephone extensions and e-mail addresses of Delphi's program staff follows.

ext	name	e-mail address
18	Ade, Tia (Lateefah Crosson)	ta@delphi-int.org
23	Andersen, Brent	bda@delphi-int.org
43	Cangas, Marisa	mc@delphi-int.org
61	Crawford, Claudia	cc@delphi-int.org
39	Douglas, Deanna	dd@delphi-int.org
15	Duncan, Eric	ed@delphi-int.org
54	Effinger, Gwen	ge@delphi-int.org
16	El-Haj, Sandra	se@delphi-int.org
57	Englestad, Paul	pe@delphi-int.org
13	Etienne, Marta	me@delphi-int.org
42	Fargarson, Morgan	mlf@delphi-int.org
21	Giordano, Shannon	sg@delphi-int.org
6811	Hironimus, Janelle	jh@delphi-int.org
6802	Valerie Martin	vm@delphi-int.org
41	May, Carl	cm@delphi-int.org
67	Means, Robert	rm@delphi-int.org
65	Morcos, Amal	amal@delphi-int.org
56	Murphy, Susan	sm@delphi-int.org
37	Myers, Dorothy	dm@delphi-int.org
35	Saks-McMillion, Marilyn	msm@delphi-int.org
12	Shetty, Nalini	ns@delphi-int.org
32	Sholes, Rebecca	rs@delphi-int.org
33	Simpson, Peter	ps@delphi-int.org
14	Spencer, Sandy	ss@delphi-int.org
17	Szepansky, Michelle	ms@delphi-int.org
66	Tejirian, Chris	ct@delphi-int.org

*internet
links*

The following program teams are assigned to USIA projects:

Nalini Shetty, Executive Director

Peter Simpson, Senior Manager, Grants Administration

Marta Etienne, Manager for USIA Individual Visitors and Voluntary Visitors
Chris Tejirian, Team Associate

Deanna Douglas, Program Officer
Marisa Cangas, Team Associate

Eric Duncan, Program Officer
Shannon Giordano, Team Associate

Paul Englestad, Program Officer
Tia Ade, Team Associate

Robert Means, Program Officer
Morgan Fargarson, Team Associate

Sandy Spencer, Program Officer
Gwen Effinger, Team Associate

Maryilyn Saks-McMillion, Program Officer
Dorothy Myers, Team Associate

Amal Morcos, Program Officer

Michelle Szepansky, Program Officer

Sandra El-Haj, Program Officer

Carl May, Team Associate

Rebecca Sholes, Team Associate

Brent Andersen, Resources Coordinator and Team Associate

Susan Murphy, Intern
Janelle Hironimus, Intern
Valerie Martin, Intern



DELPHI INTERNATIONAL

1090 Vermont Avenue, N.W., Seventh Floor
Washington, DC 20005

Telephone: 202/898-0950
Fax: 202/842-0885 ext 67
e-mail: rm@delphi-int.org

THE U.S. PRESIDENTIAL CAMPAIGN

A USIA Multi-Regional Project
September 26 - October 23, 1996

PROPOSAL

Submitted to:

UNITED STATES INFORMATION AGENCY
Bureau of Educational and Cultural Affairs
Office of International Visitors

Teresa Wilkin
Chief
Group Projects Division

Carolyn Lantz
Program Officer
Group Projects Division

Submitted by:

DELPHI INTERNATIONAL

Nalini Shetty, Ph.D.
Executive Director
(Acting)

Robert Means
Team Leader/Associate

June 4, 1996

*center for
International
services*

THE 1996 U.S. PRESIDENTIAL CAMPAIGN

A USIA Multi-Regional Project
September 26 - October 23, 1996

DELPHI PROJECT PROPOSAL

I. SUMMARY

Elections provide a unique opportunity for USIA International Visitor Program participants to observe democracy as it is practiced in the United States. This is particularly true during presidential election years when the attention of the nation, and indeed of the entire world, is focused on the candidates' campaigns as they approach the general election on November 5. Visitors can gain particularly good insight into the institutions, processes, and traditions of the U.S. political system, as well as the state of the nation, at a time when media analysts, political scientists, interest groups, campaign consultants, politicians, and the U.S. voting public (around whom the entire process revolves) are engaged in examining the issues and candidates.

In many ways, the 1996 election must be seen in the light of the history-making congressional elections of 1994, when voters elected Republican majorities to both the Senate and the House of Representatives for the first time in a generation. At first energized by their sense of a clear mandate to enact their "Contract with America" and a balanced budget, the 104th Congress began the process of dramatically reducing expenditures of the federal government, focusing in particular on social spending, entitlements, and the foreign affairs budget. Within a year, however, public opinion polls showed very low approval ratings for the Congress and for Speaker of the House Newt Gingrich, the architect of the 1994 Republican victory. At the same time, President Clinton's approval ratings climbed dramatically. Republicans look to the 1996 election as an opportunity for voters to reaffirm their support for the Republican agenda by giving them control of the presidency in addition to both houses of Congress. Democrats are hopeful that voters will express disapproval for the Republican Congress by keeping a Democratic president to control its excesses, and possibly by returning control of one or both houses to the Democrats.

The program envisioned in this proposal will take place during a critical four-week period in the 1996 presidential election process, ending less than two weeks before election day. During this time, candidates from both major parties, together with their running mates, will be engaged in a hectic schedule of rallies, press conferences, and photo opportunities designed to win the support of late-deciding voters in key states. The Commission on Presidential Debates has tentatively scheduled three debates between the presidential candidates, and one between vice-presidential candidates; all four fall within the four weeks of this program.

In addition to the two major parties' candidates, it is possible that the 1996 elections will be contested by a third party. In the fall of 1995, Ross Perot announced plans for a third party that he hopes will build on the success of his 1992 campaign. To date, though, the Reform Party has not gained the high level of national attention that Perot did by this time in 1992. The new party has announced that it will select its presidential candidate in the fall, after both of the major parties have held their conventions, although the process by which it will make a selection is not clear. Other potential independent candidates, including Bill Bradley, Lowell Weicker, and General Colin Powell were at one time or another the subject of speculation, but none except Powell was ever considered a

plausible candidate. Powell's possible candidacy in particular was eagerly viewed by both voters and the press; before his announcement in November that he would not run, opinion polls showed voters preferring him to President Clinton or to any of the Republican candidates.

Delphi International, in collaboration with the U.S. Information Agency, has designed a program to familiarize participants with the nature of the U.S. electoral process, public response to the candidates and their campaigns, and the issues and public attitudes that will decide this year's presidential and congressional elections. The project is designed to provide participants with exposure to the both Republican and Democratic politics, as well as the social and cultural diversity that is a central aspect of American society.

II. CHARACTERISTICS OF THE PARTICIPANTS

The program is designed for thirty elected and appointed public officials, political leaders, business and civic leaders, academics, and journalists who are professionally involved in reviewing, appraising, and discussing the 1996 U.S. presidential election. The group will be accompanied by four escort officers.

III. PROJECT COMMUNICATION GOALS

The communication goals for the project are:

- to review the institutions, processes, and traditions of the U.S. political system;
- to identify and discuss the issues, values, and priorities of the American electorate in the 1996 election; and
- to observe the process and atmosphere of the 1996 presidential election.

IV. PROJECT DESIGN RATIONALE AND PROGRAM FEATURES

Cities included in the itinerary were selected based in large part on the electoral map. The program includes segments in key states and regions whose electoral votes will determine the outcome of the November election. Both major parties are expected to be extremely active in the cities on the program's itinerary. During one program segment, a team-city split in two northwestern states, the program will focus on congressional and gubernatorial races rather than the presidential campaign. Local program sponsors in all cities are highly capable of providing strong programs incorporating regional and cultural diversity.

The project design provides for a number of special features, including:

- contacts with political campaign officials and staffs, including rank-and-file volunteers;
- when and as they are available, opportunities to attend appearances by presidential or vice-presidential candidates and their surrogates;

- focus group-style discussions of attitudes of American voters toward political institutions and leaders;
- viewing of televised debates between the presidential candidates, combined with discussions with experts and groups of voters or students;
- a "tour" of the WorldWide Web, showing Internet sites relating to the 1996 elections.

The Commission on Presidential Debates, a nonpartisan organization that has sponsored nationally-televised debates between presidential candidates during the 1988 and 1992 election campaigns, has tentatively scheduled presidential debates to take place on September 25, October 9, and October 16, and a debate between the vice-presidential candidates on October 2. The scheduling of debates is tentative, pending acceptance by the candidates. While it is unlikely that either candidate would decline to participate in debates, the actual dates are subject to negotiation between the campaigns and the Commission, which will probably take place following the political conventions in August. Viewing of the debates has been included in the program design, based on the dates proposed by the Commission. Delphi and local sponsors will remain alert to accommodate changes in the scheduling of debates.

As in all International Visitors Program projects, opportunities for cultural experiences, home hospitality, and spontaneous encounters with Americans, including both professional counterparts and those who are not professionally connected to politics, are of coequal importance with the substantive program sessions. Planned extraprofessional events include a project-sponsored cultural event during the Washington program; home hospitality during both team city segments; viewing of presidential debates with university students in Washington and with members of the International Diplomacy Council in San Francisco; and a theatrical performance during the concluding segment in Atlanta. Delphi will be alert to additional opportunities to attend college sports events, fairs, local festivals, or other events that provide the flavor of the cities the group is visiting.

V. INSTITUTIONAL BACKGROUND

Delphi International has extensive experience in the design, implementation, management, and evaluation of U.S. Information Agency group projects. Delphi coordinates over forty of these projects each year and has many years' experience in designing programs focusing on the political process in the United States.

In 1984, 1988, 1992, and again in 1996, Delphi has been chosen to lead large multiregional group projects designed around the presidential primaries, the Republican and Democratic nominating conventions, and the fall election campaigns. In addition to the 1992 conventions projects, Delphi also administered numerous programs on electoral politics, presidential primaries, and campaigns, and organized a special project that brought over 200 USIA visitors to Washington, D.C., to observe the 1992 election results. In January 1993, Delphi was selected to arrange a multiregional group project focusing on the Clinton inauguration. This year, Delphi delivered the multiregional project covering the presidential primaries, and will coordinate the summer project on the presidential nominating conventions.

As in all of its projects, Delphi will utilize a team approach assigning experienced professionals to implement this program. All elements of this proposal, including those that have proven successful in

Sponsored by the Office of International Visitors U.S. Information Agency		THE U.S. PRESIDENTIAL CAMPAIGN A USIA Multi-Regional Project September 26 - October 23, 1996		Coordinated by Delphi International	
---	--	--	--	--	--

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
		September 24	25	26	27	28
		ARRIVAL	First Presidential Debate	WASHINGTON, D.C.: INTRODUCTION TO THE POLITICAL SYSTEM AND THE ELECTORAL PROCESS,		
29	30	October 1	2	3	4	5
ISSUES AND CANDIDATES IN THE 1996 PRESIDENTIAL RACE				Travel to Team Cities I: Cincinnati Milwaukee Pittsburgh St. Louis	TEAM CITY I: KEY BATTLEGROUND STATES IN THE PRESIDENTIAL CAMPAIGN,	
6	7	8	9	10	11	12
VOTER EDUCATION; ECONOMIC ISSUES			Travel to San Francisco Second Presidential Debate	SAN FRANCISCO, CALIFORNIA: PRESIDENTIAL CAMPAIGN IN CALIFORNIA; SOCIAL		
13	Columbus Day 14	15	16	17	18	19
ISSUES (AFFIRMATIVE ACTION); REFERENDA			Travel to Team Cities II: Bozeman Spokane	TEAM CITY II CONGRESSIONAL AND GUBERNATORIAL ELECTIONS; VOTER ATTITUDES		
20	21	22	23	24		
Travel to Atlanta	ATLANTA, GEORGIA: PRESIDENTIAL CAMPAIGN IN THE SOUTH; MEDIA COVERAGE OF THE CAMPAIGN; PROJECT CLOSING		Project Closing	DEPARTURE		

*Software
templates
for scheduling
(RFP)
(GPH)*

other recent projects, have been researched carefully, and several new themes have been added to reflect current events.

The team leader for the project will be Robert Means, a senior associate at Delphi with extensive experience working on USIA group projects relating to the American political system. This summer, he will be co-leader for the multiregional program on *The 1996 Nominating Conventions*. Among his recent programs with political themes have been this year's multiregional project on *The Presidential Primary Elections*, the 1994 and 1995 multiregional projects on *The Role of Congress in the U.S. Political System* and the 1994 project on *The Mid-Term Elections*. In 1992, he was team leader for a multiregional program, *The June 2 California Primary Elections*, and an Arabic-language regional project, *The 1992 Elections*, and was an important contributor to the multiregional programs on the 1992 Democratic and Republican National Conventions. He completed the 1992 election cycle by leading the Delphi team delivering *The Presidential Inauguration* multiregional project in January 1993. Mr. Means' professional biography is found as an appendix to this proposal.

VI. PROGRAM ELABORATION

The program itinerary is divided into five segments selected to take participants to diverse regions of the country and to expose them to a wide mix of locations and experiences. The program includes travel to two sets of team cities, one a four-way split and the other a two-way split. The calendar on the preceding page provides an overview of the program itinerary.

Segment 1: INTRODUCTION TO THE POLITICAL SYSTEM AND THE ELECTORAL PROCESS; ISSUES AND CANDIDATES IN THE 1996 PRESIDENTIAL RACE (Washington, D.C.; September 24 - October 3, 1996)

The substantive themes of the Washington program are:

- the structure of the U.S. government and the functions and operations of the presidency and the U.S. Congress, and their role in the constitutional framework of the federal government;
- the electoral system of the United States, including the roles of the political parties;
- the organization and mechanics of political campaigns, including campaign consulting, polling, fundraising, and media; and
- key issues and candidates in the 1996 election.

Wednesday, September 25

EVENT: CITY TOUR

Following arrival on Tuesday, a tour of Washington will be provided, conducted by Charles Spencer, director of Intercultural Tours. A former foreign service officer, Mr. Spencer brings a strong background of intercultural communication as well as knowledge of the American political system to the tours that he conducts. Distribution of per diem and conversion of per diem checks to travelers' checks will also take place on Wednesday.

EVENT: PRESIDENTIAL DEBATE

On Wednesday evening, the Commission on Presidential Debates has tentatively scheduled the first of three debates between the presidential candidates. Delphi will make arrangements for visitors to join a group of students at George Washington University's School of Political Management to view this debate and engage in a discussion of the issues raised and the performances of the candidates.

Thursday, September 26

TOPIC: STRUCTURE OF U.S. GOVERNMENT

Following a formal opening and welcome by USIA and Delphi staff and a project-sponsored working lunch, a keynote presentation will be made by William Kimberling, deputy director of the Federal Election Commission's National Clearinghouse for Election Information. Mr. Kimberling will open the substantive portion of the program by providing an overview of the structure of the U.S. government, with particular attention to the separation of powers among the three branches of the government and among the federal, state, and local levels.

EVENT: ICEBREAKER

In the late afternoon, an informal session will be held during which members of the group will introduce themselves to one another, highlighting their professional interests and responsibilities. Holding an "icebreaker" session early in the program is a valuable means to solidify the dynamics of the group and enhances both the substantive discussions and the informal conversations among the group throughout the ensuing weeks of the project, and is particularly important in a large group such as this one. The icebreaker session will be followed by an informal "no-host" dinner at a nearby restaurant such as Old Glory All-American Barbecue in Georgetown.

Friday, September 27

TOPIC: PRESIDENTIAL ELECTION PROCESS

Michael Goldstein, adjunct professor at Claremont-McKenna College of California and director of its Washington Campus program, will give the visitors a blueprint of the process by which the president is selected. Dr. Goldstein, author of *Guide to the 1996 Presidential Election*, published by Congressional Quarterly, will explain the importance of the primaries, what happens at the party conventions, and how the nominees approach the general election in the fall.

TOPIC: THE AMERICAN PRESIDENCY

Historian Michael Beschloss, senior fellow of the Annenberg Washington Program of Northwestern University and author of a number of books on twentieth-century presidents, will discuss the office of the presidency, its historic development, the powers and limitations of the office, the politics of winning the presidency, styles of presidential leadership, and the qualities that make for a successful presidency.

TOPIC: CAMPAIGN STRATEGY AND TACTICS

The session will be a panel discussion on the organization of a political campaign, focusing on the "nuts and bolts" of campaign management and strategy. Participants will include Doug Thompson of the Eddie Mahe Company, a political and corporate communications consulting firm. Mr. Thompson has served as a staff member on Capitol Hill, and directed the Project for Comprehensive Campaign Reform and the National Association of Business PACs. The second panelist will be Steven Wagner of Luntz Research and Strategic Services, a political consulting firm that works with the Republican

Party and with Republican candidates for office, providing research services to enable a candidate to tailor his or her political message to the concerns of voters. In 1994, the firm was instrumental in helping the Republican Party craft the "Contract with America," the Republicans's legislative plan. Raymond D. Strother, president of Strother/Duffy/Strother (SDS), will serve as the third panelist. SDS is a political consulting firm that works with Democratic candidates for office.

TOPIC: CAMPAIGN FINANCE

The day will conclude with a meeting at the Center for Public Integrity, where Executive Director Charles Lewis will discuss the current presidential campaign finance system as well as initiatives to reform the structure of presidential campaign financing. Mr. Lewis is the author of *The Buying of the Presidency*, an analysis of the sources of contributions to campaigns of presidential candidates in 1996.

Saturday and Sunday, September 28 and 29

The weekend will be free for the group to relax or sightsee in Washington. To encourage participants to get out into the community, and to promote group dynamics, optional social activities will be scheduled during the weekend, taking advantage of low-cost cultural events in Washington.

EVENT: CULTURAL EVENT

On Saturday evening, a program-sponsored cultural event will be scheduled. The group will attend a jazz or blues performance at either the Birchmere or Fleetwood's, depending on which performers are scheduled at that time.

Monday, September 30

TOPIC: PROFILE OF WILLIAM JEFFERSON CLINTON

The program on Monday morning will be used to profile of the candidates for the presidency of the two parties. First, a journalist such as David Maraniss, political reporter for the *Washington Post* and author of *First in His Class*, a biography of President Clinton, or Mara Liasson, White House correspondent for National Public Radio, will profile President Clinton, discuss his record as president, and outline his prospects for reelection.

TOPIC: PROFILE OF ROBERT DOLE

A second meeting will be held with David Brooks, senior editor of *The Weekly Standard* and former editor of the *Wall Street Journal's* op-ed page, who will profile Republican nominee Robert Dole, his personal history and career, and the issues and strategies of his presidential campaign.

TOPIC: CAMPAIGN HEADQUARTERS

In the afternoon, visits will be scheduled to the Washington offices of the Clinton/Gore '96 Campaign and the Bob Dole for President campaign. At each campaign office, participants will meet with a campaign representative who will share with the visitors the strategies being pursued to ensure that candidate's election.

Tuesday, October 1

TOPIC: THE 104TH CONGRESS AND THE 1996 ELECTION

The 1994 congressional elections marked a dramatic change in the U.S. Congress. After a generation of Democratic party leadership, Americans elected a Republican majority to the 104th

Congress. This milestone event, and the resulting conflict between the Congress and the President, form the backdrop for the 1996 elections. To provide visitors with an understanding of the significance of the 104th Congress and an assessment of its legislative record, visitors will meet with Charlie Mitchell, editor of *Inside the New Congress*, a weekly newspaper covering events and politics in Congress. The presentation will examine the accomplishments and failures of the Republican-controlled Congress, characteristics of the members of Congress first elected in 1994, impact of efforts to balance the budget, significant congressional elections to watch, and the likelihood of Republicans' maintaining control of Congress following the 1996 election.

TOPIC: BEYOND THE TWO PARTIES

Although most attention will be focused on the candidates of the Democratic and Republican parties, this presidential election is notable for the dissatisfaction expressed by many voters with the two traditional parties and interest in alternatives to their candidates. In the afternoon, Christopher Arterton, dean of the School of Political Management at George Washington University, will meet with the group to discuss some of the "wild cards" in the 1996 presidential race: the efforts of Ross Perot and his organization to establish a new political party, possibly with Perot as its candidate; the widespread support in 1995 for Colin Powell as a possible candidate, and the reasons for Powell's declining to run; and the reasons for the disaffection with the two-party system.

TOPIC: INTERNATIONAL ISSUES

In the years since the fall of communism in the Soviet Union and eastern Europe, American attitudes toward foreign affairs have undergone a substantial change. Many Americans now express much greater skepticism about American interests abroad, and perceive international economic relations to be the United States' most important overseas interest. Some presidential candidates, notably Patrick Buchanan, have campaigned against international trade initiatives such as NAFTA and the World Trade Organization, as well as U.S. military involvement in peacekeeping efforts in Bosnia, Haiti, and Somalia. At the same time, Congress has sharply reduced foreign aid spending while maintaining levels of defense spending. In general, though, foreign affairs issues tend not to be the subject of substantial debate in most presidential elections. The role of foreign affairs will be the subject of a discussion with Andrew Bennett, professor of government at Georgetown University's School of Foreign Service who specializes in the foreign policy-making process of the U.S. government.

TOPIC: DOMESTIC ISSUES

The next session will provide a discussion of key domestic issues in the presidential election, including the state of the economy and efforts to balance the federal budget, welfare and Medicare reform, and affirmative action and other programs to address the needs of minority groups. Participants will be briefed by a panel including William Niskanen, chair of the Cato Institute, and Robert Bates, Jr., a visiting executive at the Joint Center for Political and Economic Studies.

TOPIC: CULTURAL ISSUES

Cultural issues, a category that includes everything from school choice and educational standards to abortion and gay rights, have been raised in recent elections principally by Republican candidates. Religious groups in particular have been instrumental in raising the political significance of these issues. Many analysts observing the 1992 election concluded that the impact of these issues were mixed, with some voters basing their decisions on the strength of candidates' views on the issues, and other voters feeling uncomfortable with the emphasis some candidates placed on these issues. A discussion of the impact of social issues will be held, featuring Mary Otto, values, religion, and culture correspondent for Knight-Ridder Newspapers.

Wednesday, October 2

TOPIC: POLITICS ON INTERNET

New electronic means of communication, in particular the Internet, have begun to be used in politics. Most major candidates have established homepages or other Internet sites where on-line voters can download candidates' biographies, positions on issues, interviews, and other information. In addition, a large number of advocacy organizations and other interest groups have begun exploring ways of using Internet to mobilize voters who share their concerns. To examine the impact of Internet and other online communications on politics, participants will meet with Laura Dove, Website editor for Politics USA, a WorldWide Web site established by the *National Journal* and the American Political Network. The presentation will be held in a computer lab with a large overhead display duplicating the computer monitor being used by the presenter, allowing visitors to see Internet sites being described by the speaker.

TOPIC: PRESS COVERAGE OF THE PRESIDENTIAL RACE

To discuss the mechanics of coverage by national press organizations of the presidential race, participants will meet with Beth Donovan of National Public Radio's election unit. Ms. Donovan will talk about how NPR mobilizes its reporters and other resources to cover the election, and how it balances coverage of day-to-day political events with reporting on broader campaign issues and voter attitudes.

The next session will examine press coverage of the presidential race. The discussion will be led by James Fallows, Washington editor of *The Atlantic*. Mr. Fallows is the author of *Breaking the News: How the Media Undermine American Democracy*, a 1996 book that criticizes the press for, among other things, putting more attention on the "horse-race" aspect of politics than to policy concerns.

Paul Taylor, a former *Washington Post* political correspondent, and a panel of nationally known journalists and political observers proposed early this year that the major television networks set short blocks of time aside during the last weeks of the campaign to be used by the presidential candidates to present their messages directly to voters. Initial response by the networks was cool, but each network has subsequently agreed to some form of increased airtime for coverage of the campaigns. Mr. Taylor will be invited to speak with the group to outline his group's proposal and the way in which the television networks have responded.

EVENT: VICE-PRESIDENTIAL DEBATE

Participants will view the debate, tentatively scheduled by the Commission on Presidential Debates for Wednesday evening, October 2, between the Democratic and Republican candidates for vice president. Before the debate begins, John White, professor of political science at Catholic University of America, will give a presentation on the vice presidency, the process of selecting a running mate, and the impact that vice-presidential candidates have on the election.

Thursday, October 3

Participants will travel to team cities in the Midwest where they will observe the primary elections on Super Tuesday.

Segment 2: KEY BATTLEGROUND STATES IN THE PRESIDENTIAL CAMPAIGN; VOTER EDUCATION; ECONOMIC ISSUES (Team Cities I: Cincinnati, Ohio; Milwaukee, Wisconsin; Pittsburgh, Pennsylvania; St. Louis, Missouri; October 3-9, 1996)

In order to observe the conduct of the presidential campaign, the group will split into four teams of about eight participants each to travel to cities in the Midwest: Cincinnati, Ohio; Milwaukee, Wisconsin; Pittsburgh, Pennsylvania; and St. Louis, Missouri. Most political observers consider the Midwest states to be critical in both parties' electoral strategies. Both President Clinton and Bob Dole have solid regional bases of support (the South and mountain West for Dole; the Northeast and Pacific Coast states for Clinton). Much of the campaigns' activities are expected to be directed at the swing states in the Midwest, including the four states that program participants will visit during this segment. The first team city segment will spotlight:

- local-level campaign activities of the major party candidates;
- economic issues as they are being addressed in the presidential campaign;
- voter education -- how voters gather information on which to base their decisions; and
- the selection of vice-presidential candidates, and the importance of the vice presidential candidates to the campaign.

To ensure that all participants have comparable experiences, each city program will include the following elements:

TOPIC: PRESIDENTIAL CAMPAIGN ACTIVITIES

Meetings will be arranged with campaign staff and volunteers in the local offices of both the Dole and Clinton campaigns and local party organizations. Although local campaign offices have not been established at this time, campaign activity is expected to be in full swing by early October, one month before election day. Delphi and local sponsors will monitor campaign schedules of the presidential and vice-presidential candidates and their surrogates (family members, major supporters, etc.) and will make arrangements for visitors to attend campaign appearances if any are scheduled in the team cities during the team's visit.

TOPIC: ECONOMIC ISSUES

Discussions of economic issues will include an overview of the regional economy and economic concerns of voters by an economist at a local college or university. Perspectives on economic issues will also be offered by representatives of a number of organizations, including a business organization, an advocacy group that supports tax reduction, a labor union, and an organization that supports government efforts to assist economically disadvantaged persons.

TOPIC: VOTER EDUCATION

Visitors will meet with civic groups, news media, advocacy groups, and other organizations that help voters obtain information they need to make an informed choice among the candidates.

The following descriptions indicate how specific program elements in each team-city program will implement this overall structure.

Cincinnati, Ohio

Participants will meet with local campaign staff of the Republican and Democratic parties. Hamilton County Republican Party chairman Mike Allen and Hamilton County Democratic Party chairman Tim Burke will help to facilitate these meetings. In addition, arrangements may be made for visitors to participate in volunteer activities at both of the respective campaign offices.

An overview of economic issues will be provided by George Vredevelt, professor of economics at the University of Cincinnati and director of the Center for Economic Education. A panel offering varying perspectives on economic issues will be held, featuring Dan Radford, director of the Cincinnati office of the AFL-CIO; Neil Hensley or Renee Thomas of the Greater Cincinnati Chamber of Commerce; Col Owens of Legal Aid, who will discuss perspectives on welfare and other government programs; and an advocacy group that supports a balanced budget and lower taxes.

Voter education efforts will be the subject of a discussion with a group of volunteers at the League of Women Voters. If one is scheduled, visitors may accompany a LWV volunteer conducting a voter education program. Howard Wilkinson, political reporter for the *Cincinnati Inquirer*, will meet with the group to discuss the use of the press as a voter education tool, its plans for a Voters Guide section shortly before election day, and endorsement of candidates by newspapers.

Home hospitality will be included in the Cincinnati program. In addition, visitors may enjoy the annual Chili Fest, featuring chili and country music, which takes place in Cincinnati each October.

Milwaukee, Wisconsin

Participants will meet with representatives of both the Dole and Clinton campaigns. At the time of the Wisconsin primary, the local sponsor arranged meetings for visitors with Jim Villa at Vote for Dole '96, and with Nick Baldick of the Wisconsin Democratic Party. Visitors will be offered the opportunity to work alongside volunteers in campaign activities.

The importance of economic issues in the presidential election will be addressed by Mary Scott of the City of Milwaukee's Department of Development, who will also describe how the city's demographics affect what economic issues are likely to motivate local voters. Differing perspectives on economic concerns will be provided in a panel discussion by Maria Monreal Cameron of the Hispanic Chamber of Commerce; Tom Parker of the Milwaukee County Labor Council, Linda Ray of Welfare Warriors, a grass-roots advocacy organization that supports welfare recipients in the current debate in Wisconsin over welfare reform; and a representative of a group that advocates lower taxes.

Voter education will be the subject of a meeting with representatives of Community Call to Vote, a voter registration drive inspired by last year's Million Man March. The group has estimated that its efforts were responsible for 10,000 new voters voting in Wisconsin's primary election in March. Newspaper efforts at voter education will be addressed in a meeting with Craig Gilbert, political reporter for the *Milwaukee Journal-Sentinel*.

Home hospitality will be featured while the group is in Wisconsin. In addition, they will be in Milwaukee when it celebrates Oktoberfest.

Pittsburgh, Pennsylvania

Participants will meet with a representative of the Clinton/Gore '96 campaign, which is expected to establish an office in Pittsburgh in late June, and with Elsie Hillman, an outgoing member of the Republican National Committee.

Economic issues as they relate to the presidential election will be the subject of a presentation by Pat Dunham, professor of political science at Duquesne University. Perspectives on America's industrial competitiveness and the economic condition of blue-collar workers will be offered by Jerry Fernandez, a technical representative of the United Steelworkers of America, and Leo McDonough, president of the Small Business Council of Pittsburgh, which represents 58,500 companies throughout Pennsylvania. The group will also meet with Gerald Bowyers, director of the Allegheny Institute for Public Policy, which advocates balancing the federal budget, for a discussion of the spending priorities of the federal government.

The group will meet with Phyllis Armstrong, a volunteer with the League of Women Voters, to discuss the importance of voter education efforts, and with a representative of the YWCA, who will discuss that organization's voter registration drive. The group will also meet with an editor of one of the major daily newspapers in Pittsburgh to discuss the press's role in voter education.

Home hospitality will be part of the program in Pittsburgh.

St. Louis, Missouri

The local sponsor in St. Louis will coordinate visits to the local offices of both the Dole and Clinton/Gore election campaigns. In addition, contacts with Amy White in the St. Louis office of Republican Senator John Ashcroft and Mary Renick in House Minority Leader Dick Gephardt's district office will provide opportunities for discussions of the presidential race in Missouri.

A discussion of the part played in the election by concerns about the economy will be the subject of a discussion with Dennis Coleman, executive director of the St. Louis County Economic Council. A panel discussion of economic issues may include Lynda Andrews, manager of world trade of the St. Louis Regional Commerce and Growth Association; a union representative; LaDonna Higgins, a representative of the Libertarian Party, which advocates reduction of government services and taxes; and Jeanette Mott Oxford, executive director of the Reform Organization of Welfare, an organization that promotes welfare reform.

Sue Shear, an organizer of the Missouri Women's Caucus, will discuss efforts by that organization to increase voter participation in the 1996 election. The meeting will also include Mary Brown, instructional coordinator for the St. Louis chapter of the League of Women Voters, who will describe its efforts at voter registration and voter education. A newspaper editor at the *St. Louis Post-Dispatch* will meet with the group to discuss a planned voter guide and the newspaper's efforts at voter education.

Home hospitality will be featured during the St. Louis program. As a cultural event, participants may go on a one-hour riverboat tour on the Mississippi River.

All four teams will travel to San Francisco on Wednesday, October 9.

**Segment 3: PRESIDENTIAL CAMPAIGN IN CALIFORNIA; SOCIAL ISSUES (AFFIRMATIVE ACTION);
REFERENDA** (San Francisco, California; October 9-16, 1996)

The substantive program during the California segment will focus on:

- the importance of California and its electoral votes in the 1996 election;
- campaigning on the "wholesale" level, particularly the use of advertising to communicate with voters in a large state;
- the use of referenda as a means of policy-making, and the procedural steps that must be taken to place a referendum on the ballot; and
- an example of both a significant social issue in the presidential race and an issue that is the subject of a referendum campaign, affirmative action;

EVENT: PRESIDENTIAL DEBATE

Participants will arrive in San Francisco on Wednesday afternoon, October 9. That evening, coinciding with the second debate between the presidential candidates, tentatively scheduled by the Commission on Presidential Debates, the International Diplomacy Council will arrange a potluck dinner that will be attended by approximately fifty to sixty of its members and volunteers, who will watch the debate with the visitors. Following the debate, IDC members and program participants will share their views of the performance of the candidates and their positions on issues.

TOPIC: POLITICAL IDEOLOGIES AND RHETORIC

On Thursday, visitors will meet with George Lakoff, professor of linguistics at the University of California at Berkeley. Dr. Lakoff, professor of linguistics and cognitive science and author of the recent book, *Moral Politics: What Conservatives Know that Liberals Don't*, will discuss the different ways that Clinton and Dole use language, using examples from the previous evening's debate, and will analyze how those linguistic differences reflect real differences in the candidates' political philosophies.

TOPIC: POLITICAL SIGNIFICANCE OF CALIFORNIA

Mark DiCamillo of Field Research will meet with the group to discuss political, economic, and social factors that make California unique, and the significance of these factors in the presidential election. Field Research is a leading national polling firm. It conducts the California Poll, a regular statewide survey of opinion on national and state issues.

TOPIC: "WHOLESALE" CAMPAIGNING

In a state the size of California, most political campaigning, whether for national, state, or even local offices, is conducted through television and other mass communications media. Participants will meet with John Whitehurst, manager of the Strategy and Campaign Management Group, a San Francisco-based political consulting firm that specializes in the effective design, production, and placement of campaign advertising.

TOPIC: REFERENDA

Like many other states, California law provides for voters to enact legislation directly by voting on referenda or "propositions" on specific issues. Possibly the most famous such referendum was the 1978 Proposition 13, which sharply limited the ability of the state and localities to increase property taxes, and resulted in substantial changes in the state's spending on education and social programs.

Other topics that have been the subject of referenda in California have been bans on smoking, tort reform and limits on liability, insurance rates, and, in 1994, treatment of legal and illegal immigrants to the United States.

To explain the practice of referenda and the steps that must be taken to place a referendum on the ballot, participants will meet with a representative of the office of the Mayor of San Francisco and with a public interest advocacy organization that has been involved in a number of local referenda petition drives.

TOPIC: AFFIRMATIVE ACTION

Affirmative action is the subject of a highly publicized referendum that will be on California's ballot this November. Called by its supporters the "Civil Rights Initiative," the proposition would eliminate virtually all minority set-aside or other affirmative action programs relating to hiring, contracting, or education by the state of California, and will eliminate all state laws requiring such programs in the private sector. Participants will meet with Glenn Custred, professor of anthropology at California State University at Hayward, and James Fry, professor of political science at the same institution. Dr. Custred and Dr. Fry have been active in the drive to put the referendum on the ballot, and they will explain the rationale for the elimination of affirmative action policies. In a subsequent meeting, Joe Torres, director of affirmative action at San Francisco State University, will provide the case for affirmative action, and discuss efforts by pro-affirmative action advocacy organizations to defeat the referendum in November.

Visitors will travel to team cities on Wednesday, October 16.

Segment 4: CONGRESSIONAL AND GUBERNATORIAL ELECTIONS; VOTER ATTITUDES (Team Cities II: Bozeman, Montana; and Spokane, Washington; October 16-20, 1996)

The next program segment, during which the group will divide into two teams, will spotlight:

- attitudes and opinions of voters toward the institutions of government, Congress, the Presidency, and reform of the political process; and
- issues and candidates in elections for the U.S. Congress and state governorships.

TOPIC: ATTITUDES OF THE ELECTORATE

The programs in this segment will include a discussion with a group of voters, intended to give the visitors an idea of how Americans feel about the state of their country and the institutions of their government. Local sponsors will coordinate with community organizations and civic education organizations to convene voters representing a cross-section of the community, designed to permit the visitors to observe a discussion of attitudes toward the political process, Congress, the President, the two-party system, and other concerns. Each discussion will be moderated by a political scientist from a local college or university.

TOPIC: CONGRESSIONAL AND GUBERNATORIAL ELECTIONS

An additional feature of the program in the team cities will be discussions of congressional election campaigns. In addition to House races, both Montana and Washington hold gubernatorial elections in 1996. Participants will meet with campaign staff and volunteers to learn what issues are of concern and what policies are advocated by the candidates.

Bozeman

Montana's sole member of the House of Representatives is retiring, resulting in an open race. Both parties will choose their nominees for the House in the primary that will be held on June 4. Among candidates for the Democratic nomination are Bill Yellowtail, who would be the first Native American to be nominated to represent Montana in Congress. Senator Max Baucus, a Democrat, is running for reelection this fall, and is being opposed by a conservative Republican, Lieutenant Governor Dennis Rehberg, who has been critical of Baucus' support for gun control in the form of the Brady Bill and environmental policies. In the gubernatorial race, the incumbent, Marc Racicot, a Republican, is being opposed by former member of the state legislature Chet Blaylock.

The program will begin with a presentation of the general political outlook of Montana by Dorothy Bradley, director of the Montana Water Center. Ms. Bradley is a former member of Montana's legislature and ran as a Democrat for governor in 1992. Ken Toole, director of the Montana Human Rights Network, will brief the group on the highly publicized militia and hate groups that have gravitated to Montana and the northwest, and on the attitudes of rank-and-file Montana voters toward these extremist groups.

Participants will meet with campaign staffers for House, Senate, and gubernatorial candidates to discuss campaign strategies and significant local issues, including the environment, taxes, term limits, gun control, and school vouchers.

On Friday evening, October 18, visitors will be guests at the Montana Center for International Visitors's Annual Dinner. About 150 members and invited guests, including candidates for local and state offices, are expected to attend.

Spokane

A political overview of eastern Washington state will be provided by a member of the political science faculty at Gonzaga University. A roundtable discussion on voters' feelings about the Congress and other political institutions will be coordinated by the local sponsor, in combination with a potluck home hospitality event.

Spokane is represented in Congress by George Nethercutt, a Republican who defeated the speaker of the House of Representatives, Tom Foley, in the 1994 election (the first time since the Civil War that a speaker was defeated in a bid for reelection). Judy Olsen, an area wheat farmer, is so far the only candidate running for the Democratic nomination to oppose Nethercutt in November. It is possible that other candidates will file before the filing deadline in July; the primary will be held on September 17. Participants will meet with Charlotte Karling, chair of the Washington State Republican Party and members of the Republican Party Executive Board, who will talk about Representative Nethercutt's reelection strategy. A meeting will also be arranged with a representative of the Democratic Party's nominee for the House seat.

The group will also meet with eastern Washington campaign staff for candidates for governor. Incumbent governor Mike Lowry is retiring, and there are numerous candidates in both parties to replace him. Among the Democrats running for the nomination for governor are former member of Congress Jay Inslee; state Senator Nita Rinehart; Seattle Mayor Norm Rice; and County Executive Gary Locke of King County. Republican candidates include former state Senator Ellen Craswell, an anti-abortion activist; King County prosecutor Norm Maleng; and Dale Foreman, majority leader in the

state legislature. The two parties will have selected their nominees on September 17, and the two winners will be engaged in the general election campaign at the time the visitors arrive in Spokane. A meeting will be requested with campaign staff of both the Democratic and Republican gubernatorial candidates.

The Spokane program will include home hospitality.

Both teams will travel to Atlanta on Sunday, October 20.

Segment 5: PRESIDENTIAL CAMPAIGN IN THE SOUTH; MEDIA COVERAGE OF THE CAMPAIGN; PROJECT CLOSING (Atlanta, Georgia; October 20-23, 1996)

The final segment of the program will address:

- the political role of the South, its political history and current political outlook;
- press coverage of the presidential campaign;
- a synthesis session; and
- evaluation of the project.

TOPIC: CITY TOUR AND THE OLYMPICS

The Georgia program will begin with a tour of Atlanta and its surrounding area. Charles Hubert, a lifelong Atlanta resident and amateur historian will conduct the tour, which will include landmarks that will have become familiar to visitors during the summer when they watched broadcasts of the Olympic Games from Atlanta. As part of the tour, Mr. Hubert will discuss the economic and social impact of the Games on Atlanta and the state of Georgia.

TOPIC: THE POLITICS OF THE SOUTH

From Reconstruction after the Civil War until the 1970s, the South tended to vote for Democrats for the presidency, the Congress, and state and local offices. By the 1970s, Republican presidential candidates began to succeed in the South, but Democrats still dominated the southern states' delegations in Congress until recently. With the 1994 congressional election, the composition of the South's congressional representation is now predominantly Republican. Dan Carter, professor of history at Emory University who specializes in southern politics, will meet with the group to discuss the reasons for this historic change.

TOPIC: MEDIA COVERAGE OF THE ELECTION

Participants will meet with Steve Haworth, director of public relations for Cable News Network, who will give a private tour of CNN's facilities and introduce them to members of the election coverage unit. A meeting with Dick Williams, political correspondent and editorial columnist at the *Atlanta Constitution* will give visitors an insight into how elections are covered in the print media.

A meeting will also be requested with Senator Sam Nunn, who is retiring from the Senate following this year's election. If he is available, Senator Nunn will meet with the group to reflect on the changes he has observed during his career in public service, both in the international arena and in the conduct of domestic politics.

TOPIC: SYNTHESIS AND EVALUATION

The final day of the program will begin with a synthesis session conducted by Leonard Teel, professor of journalism at Georgia State University. In addition to teaching at Georgia State, Mr. Teel directs its International Program for Media Research and Professional Development and founded the World Media Forum series there, and also conducts professional training programs for international journalists working at CNN. During the session, Dr. Teel will elicit participants' observations and perceptions of the national issues that may affect the results of the November election as well as their views on the effectiveness of the campaign strategies used by both parties. In advance of the synthesis session, Delphi's team leader will provide Dr. Teel with a program book and other project documents and brief him on the program design and content in order to provide him with necessary background to conduct this session effectively.

The final event in the program will be an evaluation session to discuss how successful the design and execution of the overall program was in meeting project objectives and to solicit new ideas and possible substantive themes for future projects. Subject to authorization for travel funds, the session will be conducted by USIA and Delphi program staff. Alternatively, should travel funds not be available, the evaluation session will be conducted by the escort team. Following the evaluation session, a no-host farewell dinner will conclude the program.

Participants will depart for home from Atlanta on Thursday, October 24.

w:\proposal\pcm\proposal.rm

**United States
Information
Agency**

WASHINGTON DC 20547-0001

Washington, April, 1997



TO WHOM IT MAY CONCERN

The United States Information Agency (USIA) is an independent foreign affairs agency within the executive branch of the U.S. government. USIA explains and supports American foreign policy and promotes U.S. national interests through a wide range of overseas information programs and a variety of educational and person-to-person exchanges.

The Office of International Visitor Programs seeks to understand and inform foreign publics through establishing a dialogue with Americans at the personal and professional levels. Participants in the program are established or potential foreign leaders in a variety of key areas, including government, politics, the private sector, media, and education. They are selected by American embassies overseas to visit the United States to meet and confer with their professional counterparts, and to experience this country first hand.

While USIA arranges visitor programs in conjunction with several private, non-profit organizations, the success of the program depends on the commitment and skills of volunteer-assisted, community-based organizations across the country whose members provide a variety of services, including professional introductions and home hospitality. More than one hundred of these local organizations nationwide are affiliated with the National Council for International Visitors (NCIV). They rely on community support and income generating initiatives to sponsor mutually beneficial linkages between these distinguished guests and American counterparts.

In today's global environment, the promotion of U.S. interests and the success of the International Visitor Program depend on the development of private initiatives in international communications which can perpetuate and expand the dialogue between Americans and individuals abroad on a variety of mutual interests. An example of this type of initiative is the business development strategy, supported by computer and internet technology, being developed by Terry Hammes, President of Hammes Advertising, Incorporated.

Through her association with USIA's International Visitor Program, and the important role Miami plays as an international gateway to the United States, Ms. Hammes has developed a prototype for collecting, maintaining, and cross-referencing data relevant to USIA under the Government Performance and Results Act. Equally, this strategy has international implications for establishing professional and commercial services which benefit the Miami community as well. If successful, Ms. Hammes' strategy could serve as a model for the rest of the NCIV network for attracting corporate sponsorship to sustain the system's program applications in matching local business and professional interests with international opportunities worldwide.

Sincerely,

James C. Pollock

James C. Pollock
Deputy Director
Office of International Visitors

UNITED STATES INFORMATION AGENCY

Number 8, Winter 1997

INTERNATIONAL VISITOR PROGRAM

ELECTIONS



Election Day 1996 was one of the highlights of the Office of International Visitors year-long cycle of "Elections '96" programs. Throughout the year projects have studied the primary campaigns, the two principal party conventions, and the general election and state campaigns. The final project will cover Presidential Inauguration Day, January 1997. Combined participation from each division of the Office of International Visitors enabled 290 international leaders to participate in three days of analysis and site visits



Deputy Director Penn Kemble (right) during his welcoming speech, noted the long tradition of U.S. political activism as an example to the world and a challenge for U.S. citizens to uphold.

arranged with the cooperation of the Meridian International Center. Several journalists and academics sponsored by

other USIA programs joined parts of the schedule and the State Department's Office of Language Services provided seminar interpreters in nine languages.

USIA Deputy Director Penn Kemble noted, during his welcoming speech, that America's two principal political parties are among the longest-established political organizations in the world—an example of continuity even as Americans debate political change. At the end of the program, the participants had an opportunity to vote for president in a "mock" election—with results mirroring the actual outcome. Their votes resulted in a popular vote victory for Bill Clinton by a 67% margin, comparable to his 70% victory in electoral college votes, with 54% of visitors casting ballots—only slightly better than the 49% U.S. national turnout.

Election Day witnessed the dispersal of visitors to polling sites throughout the Washington metropolitan region, including Annapolis, Baltimore, and Frederick, Maryland, and Fredericksburg, Virginia. This feat was accomplished thanks to the efforts of dozens of USIA and Program Agency volunteers, who accompanied bus loads of visitors to polling stations or escorted small groups of visitors to their own local polling place. Election officials in these cities hosted the groups and explained local issues, voter registration, and voting machines.

(Continued on page 2)

INTERNATIONAL VISITORS SHAPE THE FUTURE



I am excited to join the International Visitor Program at this time of challenge and opportunity. Change is in the wind.

More countries are examining the democratic experi-

ence and its influence on their own societies. They are interested in reviewing the impact of U.S. models and methods on governmental structure. They are interested in the principles of a market economy and how U.S. trade and investment policies relate to human resource development, training opportunities and business operations. Foreign governments are more aware that technology provides access to enormous amounts of information which influence the decision-making process. As the methods of traditional diplomacy change, U.S. Missions abroad are interacting with an increasingly diverse cross section of individuals on a variety of issues

relevant to U.S. interests and actions.

As a foreign service officer, I have worked overseas with International Visitor resources to structure a mix of exchanges that have met individual interests as well as shaped foreign policy objectives. As our Embassies begin addressing objectives through multi-year strategies, the nature of the IV Program is changing in the field, building networks which contribute to the development of civil society, the rule of law, and trade and commerce. In the U.S. the International Visitor Program is changing as well, in concert with program agency and CIV interests, to continue to shape the future by being flexible in program design and execution, seeking private and public resources which augment exchange initiatives, and being responsive to U.S. concerns in an interdependent world.

Sincerely,

James C. Pollock
James C. Pollock
Deputy Director
Office of International Visitors

UNITED STATES INFORMATION AGENCY
INTERNATIONAL VISITOR PROGRAM

**THE ALLIANCE
for International Educational
and Cultural Exchange**

Reducations in federal spending have presented America's exchange community with the greatest political challenge in its history. The Alliance for International Educational and Cultural Exchange, often known simply as "the Alliance," has led the exchange community's efforts to preserve exchange and training programs. The Alliance, a public policy advocacy group for the exchange community, represents 61 nonprofit organizations.

The Alliance's membership is diverse including, for example, many of the major actors in the International Visitor Program: the National Council for International Visitors (NCIV), and program agencies such as the Institute of International Education (IIE), Meridian International Center, Delphi International, and the Academy for Educational Development

(AED). Many member organizations conduct academic exchanges, including the Fulbright program and high-school exchange programs.

The diversity of Alliance members extends well beyond the types of exchange programs they administer. Member organizations are located throughout the United States. Some rely heavily on federal funding to support their programs, others are entirely privately funded. Whatever their program and funding sources, all Alliance members believe deeply that exchanges serve important American interests, and that a continuing strong federal role is crucial to the success of these programs. While cuts in USIA programs over the last two years have been painful, the exchange community's efforts to work with Congress have made some impact.

With its member organizations, the Alliance has provided testimony to policymakers on the effectiveness and importance

of exchanges, and regularly keeps its members informed of Washington developments through a variety of publications and newsletters, many of which can be received electronically. CIVs and others interested in affiliate membership may contact the Alliance at (202) 293-6141 or by fax at (202) 293-6144. ■

— by Michael McCarry, Executive Director,
The Alliance for International Education
and Cultural Exchange

Elections '96 (Continued from page 1)

Ms. Ijlal El-Oufir, Chief of Staff, Ministry of Commerce and Industry, Morocco, saw votes delivered literally "by the busload" as she viewed voting and ballot counting in Montgomery County, Maryland, with Delphi program officer Deanna Douglas. Ms. El-Oufir was surprised to learn that "Americans also vote for many local issues, not just president," and remarked on the "high level of volunteerism in making the elections work."

Washington area media showed an interest in the visitor's perspectives on the elections. Four visitors spoke about the elections, live on C-Span, in a program coordinated by USIA's Public Liaison Office, and two visitors participated in a live Spanish-language radio show at Radio Mundo in Silver Spring. At the festive "Election Watch" party at Meridian International Center participants were interviewed by the Associated Press and local media channels 9 and 4, which broadcasted live. Meanwhile, participants watched a giant-screen TV tuned to CNN as vote tallies and projections came in state by state until President Clinton was projected the winner.

The equilibrium of American democracy was saliently accentuated, as the Democratic presidential victory was balanced by a continued Republican majority in Congress, and by Senator Dole's remark, during his concession speech, that the president had been his opponent—not his enemy. The International Visitor's staff and cooperating agencies can take pride in the face of American democracy shown to our International guests during the 1996 Presidential Election. The joint effort embodied the values of cooperation, volunteerism, and participation in civic affairs. ■

— by Paul Kreutzer, Program Officer, USIA

Future Leaders Meet Former Secretary of State



Students and young professionals from seven Middle Eastern and North African countries recently concluded a five-week International Visitor program on "Young Leaders and America." The program addressed topics such as U.S. foreign policy toward the Middle East, promoting tolerance and valuing diversity, the U.S. political process, international human rights, new technologies in a global economy, and all aspects of leadership (community, citizen, student and global).

Directed by USIA program officer Ann

O'Keeffe and arranged in cooperation with the Institute of International Education, the program included stops in Washington, Freeport, Los Angeles, Billings/Bozeman, Houston and New York. While in Houston, the delegation spent two days meeting with faculty and student counterparts at Rice University—home of the James A. Baker III Institute for Public Policy.

In photo, young leaders pose with former Secretary of the Department of State, James A. Baker III.

UNITED STATES INFORMATION AGENCY
INTERNATIONAL VISITOR PROGRAM

• FOCUS ON CIVs •

**Philadelphia's
Classroom for
Democracy**

Philadelphia's International Visitors Council (IVC) works in partnership with the City of Philadelphia and more than 500 citizen diplomats to introduce Philadelphia as a "classroom" for democracy and free-market development for USIA's International Visitors (IV) Program. The partnership began in 1954, and today it is stronger than ever. Mayor Rendell meets with visitors and serves as ex-officio on the Board. Two leading state senators and U.S. Senators Arlen Specter and Rick Santorum—all of whom have embraced IVC's involvement with USIA—also serve.

Philadelphia is the city where the Declaration of Independence and the Constitution were written, and where the first peaceful transition of power took place in the world. The City provides a powerful and inspirational setting as IVs from emerging democracies meet with experts in federalism, government and constitutional law. Each program has three components: professional meetings, sightseeing, and American cultural experiences. The IVC Board are experts from the fields represented by the IV Program who open doors within their professional communities for meetings with IVs. IVs are accompanied to Independence National Historical Park where they visit Independence Hall, touch the Liberty Bell and walk along the same paths that the forefathers walked when forming our nation. Also, IVC's young-members group of 200 under-40 professionals escort IVs to sporting events and cultural activities.

As the new democracies recently emerged, Philadelphia's IVC evolved to keep pace with the changes. In June IVC created the Center for International Development (CID) and the Center for International Business (CIB). Programming for both USIA's IV Program and Business for Russia/Community Connections Program fall under the CID. The CID's goal is to strengthen democratic institu-



Philadelphia Mayor met with three deputy mayors from Russia. From left: Yuri Ferkelman (escort-interpreter), Mayor Ed Rendell, Evgeni Peresvetov (Togliatti), Gennady Dmitriyev (Perm) and Vladimir Shanin (Ryazan).

tions and free markets abroad. The CIB's goal is to help local businesses build their international network through the relationships made with visitors from the CID.

Philadelphia's web site, www.ivc.org, offers a way for IVs to keep in touch and for USIS posts to learn about the Philadelphia IVC. The IV Program is Philadelphia IVC's raison d'être, and we all are truly honored to be a part of it. ■

— by Nancy Gilboy, Executive Director, PIVC

**More than just Airplanes,
Coffee and Software**

Boeing, Starbucks and Microsoft are some of the companies many of our visitors request to visit in the Seattle area each year. However, the World Affairs Council reaches into a myriad of dynamic niches within our community to plan professional itineraries for international visitors.

Each month many profound experiences are shared between participants of USIA's IV Program and members of our diverse community. One exciting example this year was a meeting between a group of 20 African women (see photo) and members of the Tulalip Indian Tribe in Marysville. The group represented 18 countries of Africa, both Francophone and Anglophone. The mission of their U.S. trip was to explore the role of women in eco-

nomie and community development.

The Tulalip Tribes is a Native American reservation consisting of Snohomish, Snoqualmie, Skykomish, and other tribes that operate as a single government. The journey to the reservation provided the IVs the opportunity not only to learn about the role of women in the Tulalip community, but also to discover an indigenous group's quest for social and economic autonomy.

The day began with a tour of the new casino operated by the Tulalip Tribes, which has afforded the tribe with new sources of revenue for important tribal programs. At the tribal headquarters a video presentation outlining health care and education programs was shown. Dialogue was sparked after Chief Jummat Aduda from Nigeria, commented, "I want to take this video to my people to show that indigenous people here are becoming self-sufficient." The meeting concluded with a cultural tour of the grounds, including the long house, where the physical aspects of the long house were related to the history of each of the totem poles to demonstrate the cultural practices of the Snohomish people which have been revived.

The women of Africa discovered a con-

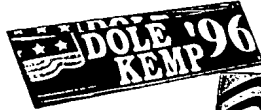


nection between their origins and the people of the Tulalip Tribe. It was a wonderful learning experience for all who were involved. "I am happy to see someone maintaining roots, close to the past but open to the future," Tol Ande' Elizabeth Mweya from Zaire proclaimed.

The International Visitor Program in Seattle, founded in 1969, strives to make encounters such as these possible for each of our special visitors. ■

— by Paul Schwabe, Director, IVP, WAC

ELECTIONS

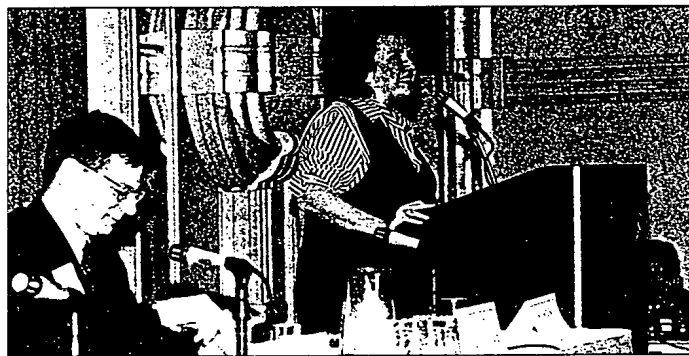


"I studied the American political system for years in my college department. In this visit I have discovered that what I studied was inadequate. Now I can say that I have accurate and comprehensive ideas about the U.S."

— Dr. Abdul Halim, Egypt



International leaders and escort/interpreters at the combined "1996 Presidential Election" program hosted at the Capitol Hilton Hotel on the eve of the election. Visitors listen through earphones to interpretation of the issues.



Professor Susan Lagon, Georgetown University, presents a spirited overview of American federalism and separation of powers. At left is USIA Election Project coordinator Paul Kreutzer.



Far left: Jodie Allen, Washington Editor of *Slate* magazine, discusses the primary themes and voter concerns.



Left: Argentine TV 26 interviews Bryan Hoffman of Business Records Corporation about a sample voting machine.



International Visitors pose with Ambassador Diane Dougan at a reception at her home on the island of Coronado, San Diego, during the Republican Convention.



A party at Sara Lee Headquarters hosted by the Chicago CIV during the Democratic Convention. L-R: Beth Rule, Chief Voluntary Visitors Division of the IV Program, USIA; Tania Bell, Director, Visitors' Services; Tom Riley, President, Board of Directors; Mary Pat Powers, Executive Director; and Sudanese IV Mohamed Elfatih Sidahmed.

Al-Ahram journalist
Dr. Abdul Halim of
Egypt asks a
question at election
day site visit in
Fredericksburg, VA.
Visitors l-r: Avner
Kobliner-Israel;
Alexander
Mironyuk-Ukraine;
Sadao Onishi-
Japan; Andres
Kuusk-Estonia;
Pilar Higashi-Peru;
Eman Husain-
Bahrain; and
James Mwakisyla-
Tanzania.



Nigerian IV
Mukhtari Shitu
examines voter
information
with a volunteer
in a Virginia
polling station.



Above: Former
Congressman
Steven Solarz
discusses
President
Clinton's victory
and its
implications
for U.S. foreign
policy on the
day after the
elections.

Upper left:
Japanese
journalists talk to
a party precinct
activist outside
a voting station in
Fairfax, VA, with
USIA Information
Bureau's Jim
Kelman.

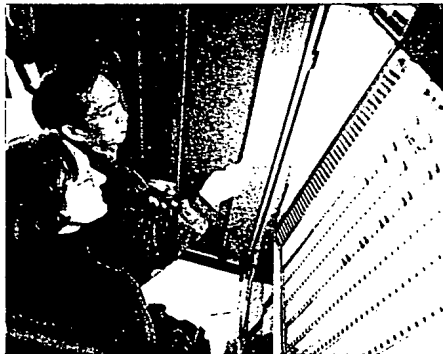


Left: Visitors
vote in the mock-
election.

Below: Chinese IV
Xinxin Chang
discusses
election returns
with colleagues
at the Meridian
party.

Above: Retired
Fredericksburg
Mayor Rev.
Lawrence H. Davies
addresses multi-
regional project
participants on
election day.

Right: Thai IV
Trairat
Sunthornpapat
examines a voting
machine with an
election center
volunteer in
Fredericksburg.



Elections
photos by:
Barry
Fitzgerald,
Dwight
Somers,
and John
Wicart
(USIA).

UNITED STATES INFORMATION AGENCY
INTERNATIONAL VISITOR PROGRAM

E/V LAUNCHES INNOVATIVE PROJECT WITH STORED VALUE CARD

The Office of International Visitors and American Express, Inc. have launched a pilot program to provide "stored-value cards" to International Visitors and escort officers.

Development teams from American Express have worked closely with the Office of International Visitors staff, program agency staff, and escort/interpreters to ensure the smooth introduction of the cards. The program began in October and while the card is still in the early trial stages, it has been met with enthusiasm by visitors, escorts, and program agency staff. Though some visitors have never used this type of card, others are quite familiar with them and cultural difficulties have been minimal.

Similar in appearance to a credit card, the stored-value card replaces the paper checks, including Travelers Cheques, normally issued to participants and escort interpreters to cover per diem and other program expenses. Each card is funded at the level appropriate to each visitor's program and is valid for the duration of the project. Adjustments are easily handled via electronic communication. The card can be used at all hotels, restaurants and other vendors that accept American Express cards. The card may also be used to obtain cash at automatic teller machines throughout the U.S. As with Travelers Cheques, American Express guarantees replacement of lost

and/or stolen cards (usually within 24 hours), and offers a 24-hour 800-number hot line with operators fluent in over 30 languages, to provide balance information and answer any questions or concerns about the use of the card.

By replacing labor-intensive paper checks with the cards, program agencies and the Office of International Visitors expect considerable cost savings in administration of the IV Program, as well as greater accountability in the use of taxpayer funds. Ease of use is also a primary goal, and experience gained during the pilot period is expected to generate refinements in the AMEX technology behind the card which will ensure that funds are available to cover predictable expenses such as hotel costs and are utilized solely for benefit of the visitor's program in the U.S., as intended by Congress.

The International Visitor Program is one of just two programs government-wide selected to pilot the stored-value technology being developed in partnership with American Express. The Office of International Visitors is enthusiastic about the program, which will offer visitors a look at cutting edge technology in operation of the U.S. retail economy and take the IV Program a giant step forward along the road to a paperless office and more effective use and accountability of government funds.

IV PERSPECTIVES CIVICS HERE AND THERE: Some American Inspired Reflections

The principal benefit of travel abroad is to see one's own country in perspective, and to consider what habits, practices and institutions might be desirably transplanted.



Australian visitors to the U. S., intent on education fact-finding missions, rarely encounter Americans who know sufficient about Australia to pronounce challenging judgement on its institutions and political culture. Thus it was when I met a host at the Center for Civic Education in Los Angeles, who, incidentally, had previously enjoyed a sabbatical in Sydney.

Australia, my host said, would never become a true republic because "our" attitude to government was that of a subject to a monarch. Australians were naturally more inclined toward dependence on the state and entrusted too much administration to non-elected officials. Therefore, the fact that Australia might adopt the republican form of a head of state did not make them republicans. At this point I stopped making notes, torn between a desire to pursue this fascinating topic and the task at hand—to collect ideas and knowledge about American civics

education strategies. That 45-second comment, however, provided an important intellectual focus for discussions with some lively thinkers on the east coast as well.

It was in Philadelphia that I first encountered the ideological divide between liberals and conservatives, which is so much more evident in its political impact in the U.S. than in Australia. Urban blight provides a metaphor for this divide: only a few blocks separating prosperity and squalor. The obvious impoverishment of inner urban areas, which in a large Australian city would be regarded as prime real estate, is one of the sadder experiences for a foreign visitor, particularly in an internationally celebrated city like Chicago.

The interrelated problems of racial division, urban degeneration and educational underachievement were explained by my hosts in Philadelphia, my host in Lansing (in relation to Detroit) as well as my host in Chicago. My interest in civic and political education was much engaged when discussing these problems. It was not hard to understand why self-styled "liberals" were pessimistic about the chances of solving, or even ameliorating, the social problems of large American cities. This contrasted with the lighter step I noted in those I visited in

more prosperous rural and suburban areas. One host described the problem as a failure of liberalism to enunciate the need for a binding relationship between government and individuals: a social compact which would recognize that individual good was dependent on collective good.

Thus was I introduced to the challenges of civic life in the U. S. and the struggle of the public school system (in some parts of the country) to maintain its traditional role as the nursery of civic culture. And yet, these difficulties I saw in the context of a hugely productive and dynamic polity which is the U. S., with its bewilderingly complex overlaps of elected governmental jurisdictions all working well after a fashion. This was the 100% republicanism to which Australia could not aspire—and would not want to.

The impression of this foreigner was of a republic with one eye half closed to the vision of the founding fathers, but with sight to spare, to collectively drive the nation forward; and with enough conscience and intellectual vigour to fight those ideological battles which make America such a stimulating country to visit. I am grateful to have had the opportunity to do so. ■

— by John Carter, Director,

Parliamentary Education, Australia

UNITED STATES INFORMATION AGENCY
INTERNATIONAL VISITOR PROGRAM

IN BRIEF

- ★ Belarus—Freedom Support IVs, Valery Tikhinya, Chairman, Belarus Constitutional Court, and Semyon Sharetsky, Chairman, Belarus Supreme Soviet (legislature), are continuing to lead the charge to prevent return to Soviet-style dictatorship. Both were participants of single-country projects to examine U.S. constitutional law, the judicial process and the legislative system. The *Washington Post* mentioned the two in a September article on the escalating confrontation between the legislature and Belarus President Lukashenko, who seeks authoritarian rule. The legislature, however, by an overwhelming majority, is threatening to impeach him.
- ★ IVs Meet First Lady Hillary Clinton and House Speaker Newt Gingrich—Twenty-four multi-regional participants in the "1996 Presidential Elections" group project followed their analytic meeting in Washington, DC by hitting the nation-wide campaign trail. In Dallas and Los Angeles the group spoke to local party officials about grassroots campaigning and described their views of the U.S. election to an international forum at UCLA. In Atlanta visitors met Newt Gingrich, George Bush and Elizabeth Dole. Five visitors attended a rally and shook hands with Hillary Clinton at Michigan State University. The visitors returned to Washington D.C. to join the combined "Election '96" program.
- ★ IV replaces Russian National Security Advisor Lebed—President Boris Yeltsin selected Ivan Rybkin for the positions of security council secretary and chief negotiator with Chechnya, two of the three jobs previously held by Alexander Lebed. The former IV was Speaker of the Russian Parliament and member of the International Relations Committee. He led a delegation to the United States in March 1996 where they met with U.S. government officials, members of Congress and foreign affairs experts.
- ★ CIVs celebrate IV Month—The Miami Council for International Visitors

CBC to Assist African Radio Stations

Congressman Earl F. Hilliard (D-AL) met with nine African media specialists, who were participants in the International Visitor Program: "Radio Broadcasting in the U.S."

Rep. Hilliard, Second Vice Chairman of the Congressional Black Caucus, and owner of three small radio stations in Alabama, shared with the visitors his interest in the growth and development of African countries, and his view

that independent radio stations are a vital tool in stabilizing political situations which hamper such development.

Responding to the group's query about the type of U.S. assistance he envisioned, Rep. Hilliard told the visitors that his newly established Black Caucus



Representative Hilliard (second from left) with Muriel Pomponne, France (right) and six media specialists from Benin, Chad, Guinea, and Mali.

Partnership Program (in which he has asked each member to adopt an African country) would lead the way in providing leadership training, and technical and marketing assistance.

The IV program was managed by USIA program officer, Barbara Reed.

briefed students at Palmetto High School and had them prepare questions for Mr. Daniel Corbo, a member of the Uruguayan Congress, who spoke to the students about the IV program and his country. On September 20, MCIV invited members, friends, government officials, and the Miami Consular Corps to celebrate IV Month at an event held in the lobby of the Miami Herald where MCIV president, Alex Miller, read a proclamation from Governor Chiles commending MCIV's work.

- ★ News Orleans—The Greater New Orleans Council for International Visitors made classroom presentations a priority during IV Month. Japanese businessmen met with graduate students at Tulane University. Visitors from Bahrain and Syria discussed environmental problems with a fifth-grade science class and 14 members of Haiti's National Assembly talked to students at Martin Luther King, Jr. Elementary School. When a fourth grader asked the visitors if they knew who Martin Luther King was, the question provoked an impassioned affirmation. The students

were interested to learn that Haiti also has schools named in honor of Dr. King. Photos of these visits were displayed at the CIVGNO annual "Brunch Around the World" where guests included IV Rita Verma, member of Parliament, India, and Rep. William Jefferson (D-LA).

- ★ Kudos for Escort-Interpreters—Lagos: "Rule of Law and Administration of Justice" program participant Nimi Watson-Jack, referred to his escort officers, Kenneth Adams, Ann Jardeau, Mokha Laget, and Norman Skougstad as "guardian Angels." "They were friendly, willing and ready to deal with problems and always available to help. IV Peter Kehinde Aina complimented the escort-officer contingent of the multi-regional project "The 1996 Presidential Elections" John Foster, Eileen Maloy, John Zins and Dorothy Thomas for their ability to work well as a team and individually. San Salvador: IV Roberto Galicia had high praise for the program's administration and escort-interpreter Hoyt Rogers. Mr. Rogers was "excellent, very cultured, punctual

UNITED STATES INFORMATION AGENCY
INTERNATIONAL VISITOR PROGRAM

and always knew what he was talking about." Ljubljana: Slovene Mayors, Aurelio Juri, Miroslav Luci and Danilo Siter were impressed by the superior work done by their escort-interpreter Andrej Krzan, as they realized how crucial the escorts' work is to successful execution of IV projects. "We were met upon arrival with all kinds of instructions and documents ready for us, and had the best interpreter."

- ★ **New NCIV Board Members**—The Office of International Visitors joins the National Council for International Visitors (NCIV) in welcoming three new members of the Board of Directors: Arlene Jackson-Richmond, VA; Nancy Otte-Freepport, IL; and Ian Rawson-Pittsburgh, PA. We also thank former members: Richard Cook, Nancy Feldman, Eleanor Lazarus, Dwight Williams, and Sonjia Young for their dedicated service to the NCIV network.

British Parliament Members Meet Their U.S. Counterparts



Representative Douglas Bereuter (R-NE), who serves on the British-American Parliamentary Group, met with five British Members of Parliament (MP) in his Capitol Hill office. The MPs visited Washington, DC, Sacramento and San Francisco, California as part of an annual IV program in which British Members of Parliament gain first-hand exposure to the U.S. system of

MPs (l-r) Gerry Sutcliffe, Ian Davidson, Congressman Douglas Bereuter and MPs Alan Keen, Den Dover, and Timothy Wood.

government. Representatives Bob Franks (R-NJ), Owen Pickett (D-VA), and Lane Evans (D-IL), each escorted at least one MP for a weekend of campaigning in their home districts.

The IV program was directed by USIA Program Officer Jody Rose Pratt.

IN MEMORIAM

ROBERT SUN.

Chinese language escort interpreter, passed away on November 17. He worked on assignments for the Department of State Language Services since 1987. Born in Tientsin (Tianjin), China, Robert was educated in Taiwan, the U.S. and Canada.

With his thorough knowledge and understanding of the values and society of both the U.S. and China, Robert not only interpreted well what our visitors heard, but he had a gift for explaining what

States what it is, the commonalities and differences between us and China, and how we can work together.

Robert will be missed by his colleagues and friends, and all of the International Visitors whose lives he touched personally. We join the U.S. Embassy in Beijing in expressing our sincere condolences to his family and gratitude to Robert for furthering the friendship between the U.S. and China.

makes the United

The USIA International Visitor Newsletter is published by the Office of International Visitors. For more information contact:

United States Information Agency
Bureau of Educational and Cultural Affairs
Office of International Visitors
Community Relations Division, Room 266
301 4th Street S.W.
Washington, DC 20547-0001
(202) 619-5220 or (800) 827-0804

Editor: Shalita Jones (sjones@usia.gov)
Art Director: Min-Chih Yao (m-yao@usia.gov)

US Information Agency
Bureau of Educational and Cultural Affairs
Office of International Visitors
301 4th Street, SW
Washington, DC 20547-0001

BULK RATE
POSTAGE & FEES PAID
U.S. Information Agency
Permit No. G-186

PCT/US 00/00382

GPRA

Government Performance and Results Act

- GPRA is the law.
- GPRA gives us the data and information we need to prove to the Congress and the taxpayers that our programs are effective and that an investment in USIA serves the national interest.
- GPRA is a strategy for survival. It will help us work more efficiently and compete better for increasingly scarce federal dollars.
- GPRA is simply a method of evaluating and measuring the effectiveness -- and impact -- of our programs.
 - Has the IV program resulted in ongoing professional relationships and linkages between U.S. and foreign individuals and institutions?
 - Did we provide that vital piece of information a foreign decision-maker needed?
 - What is the degree of positive change in the opinions/attitudes of participants following the exchange experience?
 - What effect did the IV Program have on the grantee's work when s/he returned to his/her home country?
 - Is there increased U.S. knowledge and understanding of international political, economic, and cultural issues as a result of IV visits to local communities?

UNCLASSIFIED

Archive Search Results

USIA WASHDC 25885

Incable Number 01940516

From: USIA WASHDC MRN: 25885 Date/Time: 112011Z OCT 96
Subject: NEW INSTRUCTIONS FOR POST REPORTING - REPORTING Precedence: ROUTINE
Clas: UNCLASSIFIED

Public Notes:
---No Public Notes---

Cable Text:

ORIGIN: WEU-02
INFO: EZ-01 ISOD-01 AMAD-01 ARC-01 POTT-01 SCD-01 DSO-01
----- AMADS AMADS 285/2010Z (TOTAL COPIES: 9)

DRAFTED BY WEU LTAYLOR/CMCROUCH
APPROVED BY WEU CCROUCH
I/SOD NWILLIAMSON
E/Z MGRAHAM
DESIRED DISTRIBUTION

R 112011Z OCT 96
FM USIA WASHDC
TO ALL WEU PRINCIPAL POSTS
RUEHVC/AMCONSUL VANCOUVER
RUEHNP/AMCONSUL NAPLES
RUEHFL/AMCONSUL FLORENCE
BT
UNCLAS USIA 25885

USIA

E.O. 12958: N/A

SUBJECT: NEW INSTRUCTIONS FOR POST REPORTING - REPORTING
RESULTS
TO PAOS FROM AREA DIRECTOR

1. STARTING IMMEDIATELY, ALL FIELD POSTS SHOULD MODIFY
TRADITIONAL REPORTING BY CABLE TO EVALUATE PROGRAMS SUPPORTED
BY THE I BUREAU AND E BUREAU. BY AGREEMENT WITH THE I BUREAU
AND THE E BUREAU, POSTS SHOULD ANSWER A SHORT LIST OF
QUESTIONS ABOUT EACH PROGRAM, AND SEND TIMELY REPORTS BY
CABLE TO THE APPROPRIATE PROGRAMMING OFFICE, WITH A COPY TO
THE AREA OFFICE, AND OTHER POSTS OR AGENCIES AS APPROPRIATE.
(WEU POSTS MAY USE CABLE OR E-MAIL). THIS NEW FORMAT WILL
ENABLE THE I BUREAU AND THE E BUREAU TO FULFILL THEIR GPRA
REPORTING REQUIREMENTS. THE NEW FORMAT HAS BEEN AGREED TO BY
ALL AREA DIRECTORS.

2. POSTS SHOULD ANSWER IN A BRIEF NARRATIVE THE FOLLOWING
QUESTIONS ABOUT EACH PROGRAM DONE WITH SUPPORT FROM THE I
BUREAU OR E BUREAU. FOR THIS INFORMATION TO BE USEFUL TO THE
AGENCY IN IMPROVING ITS PROGRAMS, ALL QUESTIONS MUST BE
ANSWERED, AND THE ANSWERS SHOULD BE CANDID. PLEASE FOLLOW
THE FORMAT GIVEN HERE:

A. DESCRIPTION OF THE ACTIVITY. (DESCRIBE IN A WAY THAT A
PERSON UNFAMILIAR WITH THE PROGRAM WILL UNDERSTAND.)

UNCLASSIFIED

UNCLASSIFIED

B. DATE, FISCAL YEAR, AND QUARTER.
C. JUSTIFICATION AND OBJECTIVE (WHY WAS IT DONE?)
D. CP UMBRELLA THEME AND AUDIENCE REACHED.
E. RESULT/IMPACT (WHAT HAPPENED THAT MADE A DIFFERENCE?)
F. NON-USG SOURCES OF IN-COUNTRY FUNDING/IN-KIND SUPPORT AND AMOUNT.
G. QUALITY OF U.S. SUPPORT AND AGENCY OFFICE (FOR EXAMPLE, E/AEE, I/TDHR, ETC.)

3. THE NARRATIVES FOR "RESULT/IMPACT" AND "QUALITY OF U.S. SUPPORT" SHOULD BEGIN WITH A RATING ON THE FOLLOWING SCALE:
-POOR/UNSATISFACTORY
-GOOD/SATISFACTORY
-EXCELLENT/OUTSTANDING.

RELEVANT OFFICES WILL PROVIDE MORE SPECIFIC GUIDANCE ON WHAT NEEDS TO BE INCLUDED IN EACH OF THESE ANSWERS.

4. POSTS MAY CHOOSE TO REPORT ONLY THE INFORMATION REQUIRED VIA PARAGRAPH THREE, OR MAY INCORPORATE THIS INFORMATION AS A SEPARATE AND DISTINCT BLOCK IN A LARGER CABLE WHICH INCLUDES FURTHER CONTEXT AND ATMOSPHERICS.

5. PLEASE NOTE THAT THESE REPORTS SATISFY POST REQUIREMENTS TO EVALUATE ACTIVITIES WITH WASHINGTON SUPPORT. HOWEVER, EACH AREA WILL HAVE OTHER GPRA REPORTING REQUIREMENTS, INCLUDING THOSE FOR POST-GENERATED ACTIVITIES, WHICH WILL BE DESCRIBED SEPARATELY. (WEU)
DUFFEY
BT
#5885

End Cable Text

UNCLASSIFIED

UNCLASSIFIED

Archive Search Results

AMEMBASSY ATHENS 10370

Incable Number 02146804

From: AMEMBASSY ATHENS MRN: 10370 Date/Time: 311022Z DEC 96
Subject: FY-96 MRP CAMPAIGN 96: ELECTORAL POLITICS IN Precedence: ROUTINE
Clas: UNCLASSIFIED

Public Notes:
---No Public Notes---

Cable Text:

ACTION: EVP-04
INFO: E-01 EV-02 EVGE-05 BVES-01 BVOA-01 ARC-01 AMAD-01 SCD-01
IGEU-01 WEU-01 DO-01
----- AMADS AMADS 366/1022Z (TOTAL COPIES: 20)

R 311022Z DEC 96
FM AMEMBASSY ATHENS
TO RUEHIA/USIA WASHDC 3066
INFO RUEHIK/AMCONSUL THESSALONIKI 1068
BT
UNCLAS SECTION 01 OF 02 ATHENS 010370

USIA FOR E/VP-MARGERY BENSON, WEU SANTORO/RANKINE-GALLOWAY

THESSALONIKI FOR BPAO

E.O.12958:N/A
SUBJECT: FY-96 MRP CAMPAIGN 96: ELECTORAL POLITICS IN
THE UNITED STATES -- FINAL REPORT

REF: (A) USIA 21969, (B) ATHENS 7830

1. DURING A LUNCHEON DEBRIEFING WITH THE IO AND THE EXCHANGES SPECIALIST, MR. POLYDEFKIS PAPADOPOULOS, JOURNALIST, EXPRESSED HIS APPRECIATION FOR THE OPPORTUNITY TO PARTICIPATE IN SUBJECT IV PROGRAM AND COMMENTED THAT THE INTENSIVE EXPOSURE HE GAINED FROM THE U.S. ELECTORAL CAMPAIGNS ON ALL LEVELS HAS STRENGTHENED HIS OWN POLITICAL REPORTING.
2. PAPADOPOULOS' PROGRAM TOOK PLACE DURING THE FOURTH QUARTER OF FY-96, SEPTEMBER 30-OCTOBER 24.
3. THE PURPOSE OF THIS PROJECT WAS TO ENABLE THIS INTELLIGENT AND WELL-READ JOURNALIST, ASSOCIATED WITH A TOP GREEK NEWSPAPER, TO STUDY U.S. ELECTORAL POLITICS AND TO GAIN A DEEPER UNDERSTANDING OF THE MANY FACTORS WHICH INFLUENCE NATIONAL ELECTIONS AND ULTIMATELY FOREIGN AND DOMESTIC POLICY.
4. THIS PROJECT WAS GR011, AND FULFILLED THE "U.S. SOCIETY AND VALUES" THEME IN OUR FY-96 COUNTRY PLAN.
5. RESULT/IMPACT: THROUGH THIS PROGRAM, THE PARTICIPANT WAS ABLE TO ACQUIRE A GOOD VIEW OF THE ELECTORAL PROCESS IN THE U.S. THE VISIT HAS YIELDED SEVERAL PAGE-LONG ARTICLES IN "KATHIMERINI" DAILY, THE TITLES OF WHICH ARE CITED BELOW:

UNCLASSIFIED

UNCLASSIFIED

A. TITLE: IN SEARCH OF A BETTER DEMOCRACY...
SUBTITLE: THE U.S. POLITICAL SYSTEM IS CAPABLE OF
RECONSTITUTING ITSELF AND OF CREATING NEW
INSTITUTIONS.

B. TITLE: DELIBERATED POLLING
SUBTITLE: DR. FISKIN'S EXPERIMENT WITH 500
S IN
AUSTIN, TEXAS.

AMERIC

C. TITLE: CLINTONOMICS VS REAGANOMICS
SUBTITLE: WHO PREVAILS IN THE U.S. ECONOMY?

D. TITLE: AMERICAN ELECTIONS
SUBTITLE: AMERICAN CITIZENS TURN TOWARDS
DEMOCRATS.

PAPADOPOULOS EMPHASIZED THAT THE AUSTIN PROGRAM PROVIDED THE GROUP WITH THE UNIQUE OPPORTUNITY TO ATTEND DR. JAMES FISKIN'S "DELIBERATED POLLING" EXPERIMENT AT THE UNIVERSITY OF AUSTIN. "DR. FISKIN'S EXPERIMENT," PAPADOPOULOS SAID, "PROVED THAT ALL CITIZENS, WHEN THEY ARE GIVEN THE CHANCE, WILL TAKE DEMOCRACY SERIOUSLY AND WOULD BECOME GOOD POLITICAL ADVISORS." DURING THE EXPERIMENT, 500 CITIZENS FROM ALL OVER THE U.S. WERE ASSEMBLED FOR A WEEKEND AT THE UNIVERSITY OF AUSTIN TO GIVE THEIR OPINION REGARDING ISSUES RELEVANT TO THE 1996 ELECTIONS AND CONVERSE WITH POLITICIANS, ACADEMICS AND JOURNALISTS IN FRONT OF A TELEVISION CAMERA. THE GRANTEE WAS IMPRESSED BY THE PERSONALITY AND VIGOR OF DR. FISKIN OR "CITIZEN FISKIN" AS HE HAS BEEN CALLED BY HIS CRITICS, AND INVITED HIM TO VISIT GREECE IN ORDER TO REPEAT HIS DELIBERATED POLLING EXPERIMENT IN ATHENS, THE CITY WHERE DEMOCRACY WAS BORN.

6. THE STRONGEST SEGMENT OF THE PROGRAM WAS WASHINGTON D.C., WHERE THE WELL-ORGANIZED INTRODUCTION TO THE ELECTORAL PROCESS OFFERED BY ACADEMICS, POLLING GROUP REPRESENTATIVES, CAMPAIGN WORKERS, POLITICAL EXPERTS AND JOURNALISTS GAVE A SOLID FOUNDATION BOTH TO FUTURE DISCUSSIONS AND TO THE ELECTIONS GENERALLY. HIGHLIGHT OF THIS SEGMENT WAS THE VISIT TO THE DEMOCRATIC LEADERSHIP COUNCIL WHERE THE GROUP HAD THE OPPORTUNITY TO DISCUSS THE NATIONAL CAMPAIGN STRATEGIES OF THE DEMOCRATIC PARTY AND TO EXCHANGE IDEAS ON EUROPEAN POLITICS. THE VISITOR EXPRESSED APPRECIATION FOR THE GUIDED SIGHTSEEING TOUR OF THE MONUMENTS AND FAMOUS SITES OF THE U.S. CAPITAL, AS WELL AS THE COMPLIMENTARY TICKET TO SEE THE MUSICAL POLITICAL SATIRE GROUP "THE CAPITOL STEPS."

7. COMPARED TO THE REST OF THE PROGRAM, NEW YORK WAS THE LOW POINT OF THE VISIT. "MEETINGS THERE WERE LESS INTERESTING AND DISCUSSION TOPICS SEEMED REPETITIOUS," STATED THE VISITOR WHILE LAMENTING THE FACT THE PROGRAM AGENCY HAD NOT INCLUDED A VISIT TO THE U.N. IN THIS SEGMENT.

8. GENERALLY SPEAKING, OUR VISITOR ENJOYED THE PROFESSIONAL CONTACTS THROUGHOUT THE PROGRAM, NOT ONLY WITH AMERICAN JOURNALISTS BUT ALSO WITH MRP COLLEAGUES.

UNCLAS SECTION 02 OF 02 ATHENS 010370

HE STRESSED THAT PARTICIPATING WITH THESE COLLEAGUES WAS AN ENRICHING EXPERIENCE.

UNCLASSIFIED

UNCLASSIFIED

9. POLYDEKIS PAPADOPOULOS HAD ONLY ONE SUGGESTION TO OFFER FOR SLIGHTLY IMPROVING THE PROGRAM WHICH HE OTHERWISE FOUND EXCELLENT: REDUCE THE PROGRAM BY FIVE DAYS AND OFFER THE OPTION OF DEVOTING A COUPLE OF DAYS, ESPECIALLY IN WASHINGTON, FOR INDIVIDUAL APPOINTMENTS.

10. POST IS PLEASED WITH THE RESULTS OF THIS IV TOUR. A YOUNG, DYNAMIC, AND INTELLIGENT JOURNALIST WHO HAD KNOWN THE U.S. THROUGH A STUDENT EXCHANGE PROGRAM SOME TWENTY YEARS AGO WAS GIVEN THE OPPORTUNITY TO INCREASE HIS UNDERSTANDING OF AMERICA. CONGRATULATIONS TO E/VP MARGERY BENSON FOR ANOTHER PROGRAM WELL DONE.

CALLAHAN
DONE.

CALLAHAN

BT
#0370

End Cable Text

UNCLASSIFIED

USIA International Visitor Program

4/14/97 5:38 PM

INTERNATIONAL VISITOR PROGRAM

Terms and Abbreviations

USIA

The United States Information Agency (USIA) - an independent, federal foreign affairs agency promoting U.S. national interests abroad through a wide range of information, educational and cultural programs. The Bureau of Educational and Cultural Affairs within USIA is responsible for a variety of programs mandated by the Mutual Educational and Cultural Exchange Act of 1961 -- The Fulbright-Hays Act. Under this authority, the Bureau develops, administers, encourages and supports activities to increase mutual understanding between the people of the United States and other countries.

The Office of International Visitors, within the Bureau, develops and administers the International Visitor Program. The following divisions and branches of the Office are responsible for programming International Visitors, (IVs).

E -- Bureau of Educational and Cultural Affairs

E/V -- Office of International Visitors

- E/VG -- Grant Programs Division
 - E/VGA -- Africa Branch
 - E/VGE -- Europe and the Former Soviet Union Branch
 - E/VGF -- East Asia and Pacific Branch
 - E/VGN -- North Africa, Near East and South Asia Branch
 - E/VGR -- American Republics Branch
- E/VC -- Community Relations Division
 - E/VCP -- Program Resources Branch
 - E/VCN -- New York Reception Center
- E/VF -- Voluntary Visitors Division
 - E/VFA -- American Republics, East Asia, North Africa, Near East and South Asia Branch
 - E/VFE -- Africa, Europe, and the Former Soviet Union Branch
- E/VP -- Group Projects Division

NCIV -- National Council of International Visitors
a national network of private voluntary and community-based organizations that create professional and hospitality opportunities for International Visitors.

Local Sponsor:

Any local organization which creates professional and hospitality opportunities for International Visitors in coordination with the Office of International Visitors. (For more

<http://www.usia.gov/education/ivp/ivterms.htm>

Page 1 of 2

**United States
Information
Agency**

WASHINGTON DC 20547-0001



**INTERNATIONAL VISITOR PROGRAM
OF THE
UNITED STATES INFORMATION AGENCY**

The International Visitor Program is administered by the U.S. Information Agency's (USIA) Bureau of Educational and Cultural Affairs, operating under authority of the Mutual Educational and Cultural Exchange Act of 1961 (Fulbright-Hays Act). The emphasis of the program is to increase mutual understanding through communication at the personal and professional levels. Participants are established or potential foreign leaders in government, politics, media, education, science, labor relations, and other key fields. They are selected by American embassies overseas to visit the United States to meet and confer with their professional counterparts, and to experience this country firsthand.

Over the years, hundreds of former participants under the International Visitor Program have risen to important positions in their countries. Among the alumni are over one-hundred and sixty current and former Chiefs of State or Heads of Government, and more than 600 alumni are cabinet level ministers. In Fiscal Year 1996, over 4,550 visitors from abroad participated in the program. Over 1,600 of these came to the United States at their own or their government's expense. The rest were funded by USIA.

Arrangements for programs are made by the U.S. Information Agency, often in cooperation with several private, non-profit organizations that receive support from USIA. The program, however, depends upon the commitment and skills of volunteer-assisted community organizations across the country whose members provide a variety of services, including professional programs and home hospitality, for these distinguished guests. More than one hundred of these local organizations are affiliated with the National Council for International Visitors (NCIV), which encourages and promotes efforts to develop, coordinate, and improve services for visitors from abroad. Through their involvement in the International Visitor Program, thousands of Americans across the nation contribute to improved relations between the United States and other countries.

October 1996

PCT/US 00/00382

**United States
Information
Agency**

Washington, D.C. 20547



U.S. INFORMATION AGENCY

FACT SHEET

MARCH 1987

The United States Information Agency (USIA), formerly the U.S. International Communication Agency, an agency of the executive branch of the U.S. Government with headquarters in Washington, D.C., came into being in its present form on April 1, 1978. Its director reports to the President of the United States and receives policy guidance from the Secretary of State. The agency maintains 206 posts in 127 countries. Its Director, Deputy Director, and four Associate Directors (Voice of America, Educational and Cultural Affairs, Programs, Management) are appointed by the President and are subject to confirmation by the Senate. The Director of the U.S. Information Agency is Charles Z. Wick. Overseas, USIA is known as USIS, the U.S. Information Service.

MISSION:

The purposes of the U.S. Information Agency are to:

- (1) Strengthen foreign understanding and support for United States policies and actions;
- (2) Counter attempts to distort the objectives and policies of the United States;
- (3) Advise the President, the Secretary of State, members of the National Security Council and other key officials on the implications of foreign opinion for present and contemplated United States policies;
- (4) Promote and administer educational and cultural exchange programs in the national interest and in order to bring about greater understanding between the people of the United States and the peoples of the world;
- (5) Cooperate with the American private sector to enhance the quality and reach of America's overseas information and cultural efforts;
- (6) Assist in the development of a comprehensive policy on the free flow of information and international communication;
- (7) Conduct negotiations on information and educational and cultural exchanges with other governments.

- 2 -

HISTORY

The U.S. Information Agency was established in August 1953 and operated under that name until April 1978, when its functions were consolidated with those of the Bureau of Educational and Cultural Affairs of the Department of State and the new organization was named the International Communication Agency (USICA). USICA readopted the name USIA in August 1982.

AUTHORITY

The agency's legislative mandate derives from the Smith-Mundt Act of 1948 and the Mutual Educational and Cultural Exchange Act of 1961 (Fulbright-Hays Act). The former act states that its purpose is to "increase mutual understanding between the people of the United States and the people of other countries"; it prohibits, with certain exceptions approved by Congress, dissemination within the United States of materials produced by the agency for distribution overseas. The Smith-Mundt Act also requires USIA to make its overseas program materials available in English at its Washington, D.C. headquarters, following its release as information abroad, for examination by representatives of United States media organizations, research students and scholars, and Members of Congress. The latter act delineates how the nation's educational and cultural exchange programs should be administered.

BUDGET

Appropriations enacted for fiscal year 1987 total \$809.3 million.

USIA'S PEOPLE

Current authorized staffing for USIA totals 9,370, consisting of 5,462 Americans and 3,908 foreign nationals hired locally in countries abroad. Of the Americans, 1,040 are assigned overseas and 4,422 are based in the United States, principally in Washington, D.C. These U.S.-based personnel conduct the broadcasting operations of the Voice of America -- including the Radio Marti Program -- and of the Television and Film Service, coordinate educational and cultural exchange programs, maintain centers to assist foreign journalists assigned to the U.S., produce agency publications, films, exhibits, and other support materials for field posts, recruit speakers to go abroad in the extensive American Participants Program, and provide central program direction, management, and administrative services for the agency as a whole.

USIA at Embassies and Consulates: The U.S. Information Agency is principally an overseas agency whose work is carried out by its Foreign Service officers assigned to American missions overseas. There they work alongside colleagues from the Department of State and other U.S. agencies. With guidance, support and material from Washington headquarters, their task is to engage in political advocacy of American foreign policy objectives and to strengthen foreign understanding of the United States.

- 3 -

The chief of the agency's program in any country abroad is the public affairs officer, who usually has the diplomatic designation of counselor of the embassy for public affairs. The public affairs officer is one of the American ambassador's group of principal counselors, known as the "country team," and advises team members on matters related to the press, education, cultural affairs, and local public opinion. The public affairs officer or information officer also acts as embassy or mission spokesperson to representatives of the mass media in the country. At a consulate, the U.S. Information Service chief is entitled branch public affairs officer.

At small posts, the public affairs officer may be the only American official on the USIS staff. At middle-sized posts, however, he or she is assisted by both an American information officer and cultural affairs officer, each of whom may in turn have American assistants. Foreign Service national employees provide administrative support and valuable assistance in the post's cultural, information and library programs.

Area Offices: Overseas posts are grouped in five geographical areas: Africa; Europe; East Asia and Pacific; American Republics; and North Africa, Near East and South Asia. Posts in each of these areas are supported by area offices in Washington that serve as the main communication link between them and headquarters.

Area offices assist in staffing the posts, in allocating funds for their operations, in making decisions regarding physical plants, in obtaining necessary program materials -- publications, speakers, exhibits, films, and other products -- and in scores of other matters vital to the agency's operations overseas.

USIA'S WORK

Personal Contact: Agency officers serving abroad provide the most direct and substantive personal links with opinion leaders in the countries to which they are assigned. Using a variety of programming techniques and communications tools, they also promote contacts between these opinion leaders and visiting American experts in many fields.

Assessment of Foreign Attitudes: The U.S. Information Agency's research staff prepares material for the White House, the Department of State and other government agencies as well as for USIA's own use in assessing issues. The agency's research reports are available to interested persons at 30 depository libraries in universities and other institutions throughout the country. A list of these depositories is available through the Office of Research, U.S. Information Agency, Washington, D.C. 20547.

The agency also prepares a daily summary of worldwide media reaction to issues of concern to the United States, which is used throughout the official foreign affairs community.

- 4 -

RADIO

The Voice of America (VOA) is USIA's overseas broadcasting service, sending out 1,098-3/4 hours of programming a week in English and 41 other languages via short- and medium-wave to an estimated weekly worldwide audience of 130 million listeners. The programming consists largely of news editorials reflecting official U.S. government policies, and programs which portray various aspects of American society and culture and which reflect the variety of American opinion on major issues. A total of 115 active transmitters in the United States and abroad are employed to generate a total power of 25.2 million watts. VOA and field-produced radio programs are also made available to local stations in many countries.

Radio broadcasts to Cuba on the Voice of America's Cuban Service, or Radio Marti Program, began May 20, 1985, broadcasting 14-1/2 hours daily on 1180 kHz (AM) to 14 provinces in Cuba. Legislation authorizing Radio Marti was approved by Congress by a vote of 309 to 102 and signed by President Reagan on October 4, 1983. Named for Cuban patriot Jose Marti, Radio Marti provides "news, commentary, and other information about events in Cuba and elsewhere to promote the cause of freedom in Cuba." On February 10, 1986, the Radio Marti Program expanded its daily broadcast schedule to 17-1/2 hours from 5:30 a.m. to 11:00 p.m. seven days a week.

TELEVISION AND FILMS

USIA uses the latest TV satellite technology to beam important programs live to foreign audiences through their local television stations. Examples include WORLDNET, an interactive, state-of-the-art television network designed to link Washington via satellite with U.S. embassies and USIS posts, as well as television stations, in up to 100 major cities on six continents. WORLDNET offers policymakers an opportunity to speak to worldwide TV audiences about the vital issues of the day through one-way video, two-way audio discussion with foreign journalists. WORLDNET is composed of four regional systems called EURONET (Europe), ARNET (the Caribbean, Central and South America), AFNET (Africa), and EANET (East Asia).

EURONET, the European regional television service, began daily broadcasting in April 1985. The two-hour transmission includes the half-hour live news program "America Today," as well as other news and feature programs. The daily service has the potential of reaching three million households in eight countries through 48 cable systems and 17 international hotels through closed-circuit broadcast.

ARNET began regular service in Spanish and Portuguese to Latin America in July 1986, and daily program service was inaugurated on October 15, 1986.

- 5 -

Special WORLDNET links have included Congressional testimony taken from participants in Panama to Rep. Dan Mica's International Operations Subcommittee on Capitol Hill and President Reagan and German Chancellor Kohl addressing Spacelab astronauts in orbit.

"Let Poland be Poland" was a 90-minute special produced in 1982 to call world attention to the imposition of martial law in Poland. One hundred eighty-five (185) million people in 50 countries saw at least 30 minutes or more of the telecast. In addition, three to thirty-minute highlights were shown in 17 countries, and seen by at least 200 million persons, including 100 million in China.

USIA acquires and produces videotape programs and films for distribution through its posts. These products are shown by USIA posts to audiences overseas; many are also distributed through foreign media and commercial theaters abroad. USIA also provides foreign TV stations with special film coverages, cooperatives, and facilitative assistance for telecasts abroad.

USIA administers for the United States the multi-lateral treaty, set forth in the Beirut Agreement of 1948, under which a number of countries permit the duty-free importation of audio-visual materials, and freedom from certain non-tariff restrictions. The materials must be certified by the exporting country as qualifying under the agreement and the certificate authenticated by the importing country.

In October 1986, the 99th Congress passed legislation including up to \$12 million to establish a new television station in West Berlin to complement Radio in the American Sector (RIAS), a U.S.-German cooperative effort which remains a proven implement of public diplomacy in Central Europe after more than 40 years. RIAS-TV will reach an estimated audience of 3 million in East Germany and 2 million in West Berlin. It will operate under the control of the USG, in the same way RIAS radio is operated, with a USIA foreign service officer directing the day-to-day activities. Once the station has been completed, the West German Government will fund \$27 million in annual operating costs, and the United States will pay \$1.7 million a year for transmission costs. The West German Government also donated a building to house the station.

PROGRAMS

Press: USIA uses printed materials and other tools to project an accurate image of the United States and its foreign policy abroad. USIA's Wireless File, now accessed by computer-to-computer links as well as being a radioteletype network, sends five regional transmissions of policy statements and interpretive material to USIA posts overseas. Each regional transmission averages 20,000 to 30,000 words in English, with portions also in Spanish, French, and Arabic. This material is used for the background information of U.S. mission personnel overseas, for distribution to foreign opinion leaders, and for media placement abroad.

- 6 -

In addition, features, byline articles, reprints from U.S. publications, and photographs are regularly mailed to all posts for similar use. USIA's "Dateline America," for example, an overseas news-feature service, contains material which highlights American strengths and creativity.

USIA also acts to expose and refute foreign disinformation in a timely fashion, and to underline the communist threat to world stability and security through its monthly Soviet propaganda alert and a cabled fast guidance service used by the agency's officers overseas.

Publications: USIA publishes 14 magazines and commercial bulletins in 18 languages, most of them printed at Regional Service Centers in Manila and Mexico City, and a few at major posts. The contents consist largely of reprints from the best of American periodicals. Pamphlets and leaflets also are distributed in more than 100 countries. Publications originating in Washington are: America Illustrated, a monthly magazine in Russian distributed in the USSR; Topic, published six times a year in English and French for sub-Sahara Africa; Dialogue, a quarterly journal of American culture and ideas, in English, French and Spanish, with additional language versions published by field posts; Economic Impact, a quarterly in English and Spanish; English Teaching Forum, a quarterly for English teachers around the world; and Problems of Communism, a scholarly bi-monthly in English. Both English Teaching Forum and Problems of Communism are available in the United States, by special congressional action, through the Government Printing Office. Al-Majal, published monthly in Arabic at the Regional Publications Center, Tunis, is distributed throughout the Middle East and North Africa. The principal agency magazines originating at posts overseas are: Span, a monthly in English published by the USIS post in New Delhi, India, and Trends, a Japanese-language bi-monthly published in Tokyo.

Foreign Press Centers: USIA maintains Foreign Press Centers in Washington, D.C., New York and Los Angeles to assist resident foreign correspondents and other foreign journalists from all parts of the globe who visit the United States each year. The centers help correspondents acquire press credentials and facilitate access for them to newsmakers in all walks of life.

Performing and Fine Arts: Artists and their art communicate an important aspect of the United States to foreign audiences. Under its "Arts America" program, therefore, and in conjunction with the National Endowment for the Arts, USIA administers the overseas performing and fine arts programs of the U.S. Government. Each year, in response to requests from its posts, the agency sends a limited number of performing groups and fine arts exhibitions abroad. There, USIS officers make local arrangements and provide public affairs and logistical support.

- 7 -

Groups, individuals and exhibitions which the agency directly sponsors are recommended by the National Endowment for the Arts whose panels serve the agency's artistic advisors. In addition, the agency offers facilitative assistance to artists who are planning to tour privately by advising overseas posts periodically of their availability for additional, locally sponsored presentations. In addition to their performances or exhibits overseas, artists are encouraged to develop professional relationships with their counterparts in the countries they visit, chiefly through workshops and seminars arranged by USIS posts.

In the United States, the Arts America staff maintains liaison with private American organizations and individuals concerned with the visual arts and assists them in resolving problems in international arts exchanges. In a related program, USIA also sends abroad each year some 50 prominent American professors of literature, critics and writers to lecture on their own literary work and on American literature in general.

Speakers: In response to specific requests from its officers overseas, USIA sends selected Americans, called "American Participants," abroad for short-term speaking programs. These Americans help inform experts abroad of developments in the United States in economics, foreign policy, political and social processes, the arts and humanities, and science and technology. Some 700 American experts, many of whom take time from their own travel overseas, participate in the program each year.

EXCHANGE ACTIVITIES

The U.S. Information Agency operates the 47-year-old U.S. government programs of educational and cultural exchange, formerly administered by the Department of State. The broad purpose of these programs is to give citizens of other countries a better sense of what the U.S. stands for and why, and to give the American people a more accurate perception of other peoples. The exchanges fall into the following categories:

1. Academic -- The best known of the exchanges supported by USIA is the Fulbright or academic exchange program, which operates in 120 countries. Under the Fulbright program, approximately 6,200 grants are awarded each year to American students, teachers and scholars to study, teach and conduct research abroad, and to foreign nationals to engage in similar activities in the United States.

There are several types of individual grants under the Fulbright program. For example, nearly 1,000 foreign scholars from 125 countries come to the United States every year to lecture and conduct post-doctoral research in fields ranging from biosciences to comparative literature. Similarly, some 1,200 American scholars and professionals are sent to 100 nations, generally for one academic year, to lecture and conduct research. Approximately 600 American pre-doctoral graduate students study abroad each year with either full or partial support from the Fulbright program, and more than 3,000 foreign graduate students are supported by Fulbright grants at American universities each year.

- 8 -

In addition, more than 450 elementary and secondary school teachers are exchanged every year, principally between the United States and Western European countries.

The presidentially appointed, twelve-member Board of Foreign Scholarships supervises the administration of the academic exchange program, which is managed by the agency's Bureau of Educational and Cultural Affairs. The academic exchanges contain many other programs for students, teachers and scholars, including the Hubert H. Humphrey Fellowship Program under which mid-career professionals from Third World countries receive a year of specially designed graduate-level training at selected U.S. universities. These programs are administered and conducted by cooperating private institutions in support of agency interests. USIA also sponsors a worldwide university linkage program.

2. International Visitors -- Each year, USIA invites approximately 3,500 foreign leaders in such fields as government, labor, mass media, science and education to the United States to participate in the International Visitor Program, generally for periods of up to 30 days. These visits are fully or partially funded by the agency. Approximately 2,400 additional voluntary visitors come to the United States at their own or their governments' expense. Half of those receiving USIA grants participate in group projects on such topics as economics, television and radio, education, foreign policy, communications, etc. The others have individually tailored programs. Arrangements for visitors' programs are made by USIA and several organizations under contract to the agency. Local program arrangements are coordinated through hundreds of local organizations involving more than 700,000 American volunteers. Many of these organizations are members of the National Council for International Visitors. Forty-two (42) people who have participated in the International Visitor Program over the years now sit as Heads of State in countries around the world.

3. International Youth Exchange -- The agency administers a program of grant support to private sector organizations for the promotion of exchanges of youth aged 15-25. President Reagan announced the International Youth Exchange Initiative in May 1982, and named USIA Director Charles Z. Wick as his personal representative to implement the program. The initiative's original purpose was to expand significantly the number of exchanges between the U.S. and the six Economic Summit partner countries. During the three-year life of the President's Initiative, more than 22,000 exchanges were stimulated by Youth Exchange grants. In 1984, Youth Exchange began an expansion of activities and a transition to its current status as a regular element of the Bureau of Educational and Cultural Affairs, focussing on youth programming. Youth Exchange programs for teenagers include traditional year-long homestay and school attendance, school linkage or classroom-to-classroom, and summer homestay. Thematic group projects, practical internship exchanges, and work projects are conducted under the Youth Exchange program, with increasing participation by young adults (aged 20-25).

- 9 -

4. Private Sector Programs -- To meet the dual challenges of explaining American policies and society abroad and of expanding its resources, USIA has a legislative mandate to encourage the assistance of the private sector in carrying out its work. Consequently, USIA continues its long established program assistance and grants to private sector organizations involved in the international exchange of persons.

5. East-West Center -- The agency serves a liaison function with the Center for Cultural and Technical Interchange between East and West in Hawaii. This autonomous institution of learning for Americans and for the peoples of Asia and the Pacific promotes understanding through cooperative programs of research, study and training.

American Studies and Language: The agency supports academic programs relating to the study of America and provides liaison between American and foreign universities, academic associations and scholars. It also provides or facilitates English language instruction at 200 cultural centers and binational centers in 100 countries. More than 400,000 foreign citizens attend English-language classes at USIS-assisted facilities abroad annually. The agency publishes English Teaching Forum, a professional quarterly for English teachers around the world.

Libraries and Books: USIA maintains or supports 159 libraries and reading rooms in 96 countries, and also provides substantial support for library programs in 111 binational centers in 24 countries. USIS libraries contain a worldwide collection of more than 948,900 books and 21,000 periodical subscriptions, which are used by some four million visitors annually. The focus is on materials that will help people in foreign countries learn about the United States, its people, history and culture.

USIA also assists American and foreign publishers in the publication for distribution overseas of an average of 600,000 copies a year of full-length trade books, textbooks, condensations and serializations in English and 25 other languages. In support of the U.S. publishing industry's export trade efforts, the agency plans and develops promotional campaigns, including international book exhibits, to encourage the use of American books overseas.

Exhibitions: The agency produces an average of 16-18 major exhibits a year, which sometimes draw audiences of up to 2-1/2 million, and it participates in international trade fairs and special international promotions. USIA is also responsible for official U.S. national exhibitions at International Expositions held abroad. These events are governed by the Bureau of International Expositions, a treaty organization to which the United States belongs. Attendance at a single Expo can be as large as 20 million visitors. Its shows provide almost the only exposure to the United States for people in some parts of the world, such as capital and provincial cities of the Soviet Union and Eastern Europe. USIA also produces and distributes several smaller displays a year in multiple copies to posts in more than 100 countries.

- 10 -

PRIVATE SECTOR COMMITTEES

In accordance with President Reagan's volunteer initiative to involve private sector leaders in public programs, the agency is working with six advisory committees of private citizens to provide advice and assistance in such areas as new directions for the agency, books and libraries, Voice of America broadcasting, radio engineering, television telecommunications and medical science. The agency has also formed five private citizens' groups involved in areas relevant to its work, such as international sports, public relations, labor, motion picture and television and market resources. More than 190 Americans serve USIA, and to date, their in-kind contributions have amounted to approximately \$91 million dollars.

CURBING ILLICIT INTERNATIONAL TRADE IN CULTURAL PROPERTY

On the grounds of principle, good foreign relations, and concern for the preservation of the cultural heritage of mankind, the United States has joined an international effort to curb illicit trade in national archaeological and ethnological treasures. It is estimated that the value of stolen or smuggled art moving through the international art market is more than \$1 billion annually.

USIA is the lead federal agency for carrying out the 1983 Cultural Property Act which offers assistance to other countries that are losing their cultural patrimony. On behalf of the President, the agency's deputy director is responsible for receiving requests for assistance from other countries and deciding whether the United States should impose import controls on their endangered archaeological and ethnological materials. Such import controls may be imposed unilaterally in an emergency situation or be included in a bilateral or multilateral cultural property protection agreement. The deputy director is advised by the Cultural Property Advisory Committee, a presidential advisory committee comprised of archaeologists, art dealers and representatives of museums and the general public. Support for the Committee is provided by the agency's Cultural Property staff located in the Bureau of Educational and Cultural Affairs. USIA works closely with the Secretary of State and the U.S. Commissioner of Customs in carrying out the provisions of the Cultural Property Act.

THE PRESIDENT'S U.S.-SOVIET EXCHANGE INITIATIVE

On November 21, 1985, the United States and the Soviet Union signed a new General Exchanges Agreement in Geneva marking the resumption of official academic, cultural, and performing artist exchanges between the two countries for the first time since 1979. This Agreement, signed by Secretary of State George Shultz and Soviet Foreign Minister Eduard Shevardnadze, includes projects in the performing arts, exhibits, television and film, publications, and citizen exchange.

- 11 -

In addition to the official governmental agreement, President Reagan and General Secretary Mikhail Gorbachev endorsed a new and broad-based People-to-People Initiative to expand direct contact between citizens of both countries.

USIA is responsible for implementing the General Exchanges Agreement and the Initiative. A Coordinator's Office was established in January 1986 to encourage and facilitate the Initiative in the U.S. private sector on behalf of the President. Ambassador Stephen H. Rhinesmith, one of the foremost U.S. experts in the field of international exchange, heads the office. This is the first time the U.S. government has created such a high-level position to promote and expand private sector supported cultural and educational exchanges between the U.S. and another nation on a reciprocal basis.

ADVISORY COMMISSION

The U.S. Advisory Commission on Public Diplomacy is a presidentially appointed, bipartisan seven-member body of private citizens who conduct a continuing overview of USIA's policies and programs. By law, the Commission reports its findings and recommendations to the President, the Congress, the Secretary of State, and the Director of USIA.

Issued by the Office of Public Liaison
U.S. Information Agency

E/VP STAFFING PATTERN

STAFF

DIRECT DIAL TELEPHONE NUMBERS

Janet B. BEARD Acting Division Chief	619-6892
Margery BENSON Program Officer	205-2713
Paul KREUTZER Program Officer	619-5210
Susan LOCKWOOD Program Officer	619-6889
Gail CURTIS Junior Program Officer	619-6890
Colleen FOWLER Junior Program Officer	619-6287
Azza ZAKI Junior Program Officer	619-6288

E/VP MAIN TELEPHONE NUMBER: 202/619-6285

TOLL FREE TELEPHONE NUMBER: 800-650-9822

FAX NUMBER: 202/205-0792

GENERAL QUESTIONS ON RFP TELEPHONE NUMBER: 202/205-3058

PRELIMINARY PROJECT SUMMARY

TITLE: THE 1996 U.S. PRESIDENTIAL CAMPAIGN
TYPE: Multi-Regional
DATES: September 26-October 23, 1996

PROJECT GOALS:

- To review the institutions, processes, and traditions of the U.S. political system;
- To outline the issues, values, and priorities of the American electorate in the 1996 election;
- To observe the process and atmosphere of the 1996 Presidential elections.

PARTICIPANTS: This project is intended for elected and appointed public officials, political leaders, business and civic leaders, academics, and journalists. Participants should be professionally involved in reviewing, appraising, and discussing the 1996 U.S. presidential elections.

SUMMARY: The historic dictum that incumbent Presidential candidates are rarely unseated proved to be unwarranted in the last Presidential election. The heavy gains by the Republican Party in the 1994 mid-term elections added further zeal to their drive to recapture the White House. The 1996 Presidential campaign promises to provide a showcase of the American electoral system that will offer International Visitors multiple insights into U.S. society and politics. This project will afford participants opportunities to meet and talk with campaign organizers, political candidates, party officials, and the American electorate as it prepares for the quadrennial exercise of electing the leader of the United States. Participants will visit key electoral vote states and hear analysis of Congressional races which will also be in full swing.

The project will open in Washington, DC with an overview of the U.S. political process and with meetings with national campaign staffs and national party officials to provide greater understanding of the meaning of the two-party system in the United States and the special challenges presented to independent candidates seeking the office of President. They will also hear the current speculation about the formation of a third party. The introductory segment will examine the key campaign issues, the candidates and their campaign strategies, the role of lobbyists, and the processes of the U.S. electoral system for gaining placement on the ballot and getting access to federal campaign funds. Through meetings with the Federal Election Commission, participants will learn of the laws, rules, and regulations which govern campaign financing and partisan political activities. A survey of U.S. demography and how it shapes the strategies of national political candidates will be included.

Significant attention will be given to exploring the impact of the media and polling organizations on public opinion. Seminars with writers and journalists from the local and national media will

define the compelling national issues which spur the presidential race and give participants an insight into the factors which weight the chances of the various candidates.

Outside of Washington, D.C., the group will divide into teams for visits to large and medium-sized cities to examine first-hand the public response to Presidential campaigns and to observe campaigns for local, state, and national offices. The group will be exposed to significant geographic, cultural, economic, and political diversity and a team city split will provide the opportunity for in-depth discussions. Included among the stops in the national itinerary will be a state with a large electoral vote and a state with a critical Congressional race.

The group will meet with local election officials to learn about the mechanics of the voting process. The participants will also have opportunities to meet with different segments of the electorate representing the entire political spectrum, including candidates, academics, representatives of special interest, single interest, and non-partisan groups, journalists, elected officials, important segments of the populace such as the Hispanic community and senior citizenry, and corporate and media leadership. Outlining the political party system as it has evolved in the United States, at all levels of government, will be an important facet of this project. The Democratic and Republican party platforms and party organization and management will be discussed in relation to the ideological roles they play in their control of the Congress and possibly of the White House.

During the final week of the project, the group will meet with voters and campaigners to discuss and observe the period leading into the election. A seminar, facilitated by a political analyst who can help the participants evaluate the broad national issues and the political game between the parties, will be included in the concluding segment.

Home hospitality and social events will provide participants the opportunity to interact directly with constituents regarding prospects for a candidate's election to the White House. Participants will have opportunities to talk informally to local civic, professional or student groups.

THE U.S. PRESIDENTIAL CAMPAIGN
A USIA Multiregional Project
September 26 - October 23, 1996

<p>Washington, DC September 26-October 3</p> <p>INTRODUCTION TO THE POLITICAL SYSTEM AND THE ELECTORAL PROCESS; ISSUES AND CANDIDATES IN THE 1996 PRESIDENTIAL RACE</p> <p>Cultural event: Kennedy Center performance</p>	<ul style="list-style-type: none"> • structure of the U.S. government; functions and operations of presidency and Congress 	Wm. Kimberling or Susan Lagon
	<ul style="list-style-type: none"> • electoral system, including the roles of the political parties 	Michael Goldstein, director, Washington program, Claremont-McKenna College
	<ul style="list-style-type: none"> • organization/mechanics of political campaigns (campaign consulting, polling, fundraising, media, etc.) 	panel discussion featuring several consultants
	<ul style="list-style-type: none"> • foreign affairs as an issue or non-issue in the presidential election 	Andrew Bennett, Georgetown U.
	<ul style="list-style-type: none"> • profile: Bill Clinton; assessment of Clinton's presidency 	David Maraniss, <i>Washington Post</i>
	<ul style="list-style-type: none"> • profile: Bob Dole -- congressional career and presidential campaign 	David Brooks, <i>The Standard</i>
	<ul style="list-style-type: none"> • Wild cards: Perot, Powell -- possible impact of third party/independent candidate(s) (if warranted by events) 	
	<ul style="list-style-type: none"> • 104th Congress: assessment 	speaker from <i>Roll Call</i> or <i>The Hill</i>
	<ul style="list-style-type: none"> • key issues in the 1996 election. 	
	<ul style="list-style-type: none"> • use of Internet, WWW, etc. by campaigns 	Laura Dove, website editor, Politics USA
	<ul style="list-style-type: none"> • press coverage of elections 	Beth Donovan, NPR Election coverage unit
	<ul style="list-style-type: none"> • direct communication with voters: debates, free tv time 	Free tv: Paul Taylor? Debate: watch 1st presidential debate with students at GWU

<p>Team City I: Cincinnati, OH Cleveland, OH Detroit, MI Milwaukee, WI Pittsburgh, PA St. Louis, MO October 3-9. KEY BATTLEGROUND STATES IN THE PRESIDENTIAL CAMPAIGN; VOTER EDUCATION; ECONOMIC ISSUES Cultural event: preferably reflecting regional culture Home hospitality</p>	<ul style="list-style-type: none"> campaign activities - visit campaign offices of Dole and Clinton campaigns, observe activities, meet volunteers, etc. 	
	<p>Economic issues</p> <ul style="list-style-type: none"> overview by economist business perspective (Chamber of Commerce or similar organization) anti-tax advocacy group labor perspective (union representative) poverty or welfare rights advocacy group 	
	<ul style="list-style-type: none"> Vice presidency - view debate (October 6), presentation on significance of VP selection 	
	<ul style="list-style-type: none"> voter education/information - League of Women Voters voter guides in local newspapers, etc. other info sources? 	
<p>San Jose and San Francisco, California October 9-16 PRESIDENTIAL CAMPAIGN IN CALIFORNIA; SOCIAL ISSUES (AFFIRMATIVE ACTION AND IMMIGRATION); REFERENDA Potluck w/IDC members Cultural event (theater?)</p>	<ul style="list-style-type: none"> California politics; importance of CA's electoral votes in November election. 	Berkeley?
	<ul style="list-style-type: none"> "wholesale" politics -- campaign advertising, use of media in large state 	campaign consultant
	<ul style="list-style-type: none"> Referendum process -- How are measures put on the ballot 	
	<p>Affirmative Action</p> <ul style="list-style-type: none"> debate on issue; provisions of proposition discussion of political impact 	
	<p>Immigration</p> <ul style="list-style-type: none"> debate on issue discussion of political impact 	
	<ul style="list-style-type: none"> Second presidential debate 	Potluck dinner - watch debate with ~40-50 American voters, followed by discussion

<p>Team City II: Bozeman, MT Spokane, WA</p> <p>October 16-20</p> <p>CONGRESSIONAL AND GUBERNATORIAL ELECTIONS; VOTER ATTITUDES</p> <p>Home hospitality</p>	<ul style="list-style-type: none"> • Congressional/gubernatorial elections -- meet campaign staff; attend candidate appearances as opportunities are available 	
	<ul style="list-style-type: none"> • Overview of local political scene - congressional and gubernatorial races, general political outlook of region, etc. (political scientist or journalist) 	
	<ul style="list-style-type: none"> • Local issues impacting congressional and gubernatorial campaigns 	
	<ul style="list-style-type: none"> • Discussion with voters (focus group style) -- attitude toward federal government, parties, president, Congress, etc. 	
<p>Atlanta, GA:</p> <p>October 20-23</p> <p>PRESIDENTIAL CAMPAIGN IN THE SOUTH; MEDIA COVERAGE OF THE CAMPAIGN; PROJECT CLOSING</p> <p>Home hospitality Cultural event (on weekend?)</p>	<ul style="list-style-type: none"> • Tour of Atlanta; impact of Olympics on the community 	
	<ul style="list-style-type: none"> • Historical trend of politics in the South -- from solid Democratic South to Republican bastion (historian/political scientist from local university) 	
	<ul style="list-style-type: none"> • CNN 	<p>tour of CNN plus discussion of its election coverage - nuts and bolts of how it covers campaigns</p>
	<ul style="list-style-type: none"> • Analysis of press coverage of campaign 	<p>political scientist - Emory U?</p>
	<ul style="list-style-type: none"> • Use of media by political campaigns (free media, not paid commercials) 	<p>political consultant or public relations professional</p>
	<ul style="list-style-type: none"> • Outlook for election (presidential and congressional) 	
	<ul style="list-style-type: none"> • Synthesis session - help visitors draw conclusions based on what they've seen, 	

USIA

NEWS RELEASE

FOR IMMEDIATE RELEASE
April 1, 1997
Release No. 025-97

CONTACT: Catherine Stearns
PHONE: (202) 401-1190
FAX: (202) 619-6988

NATIONAL COUNCIL FOR INTERNATIONAL VISITORS TO CONVENE NATIONAL CONFERENCE, EXPLORE "PARTNERSHIPS FOR PUBLIC DIPLOMACY"

Washington, D.C. -- The National Council for International Visitors (NCIV) will hold its national conference at the Westin City Center Hotel in Washington, D.C., April 5-8. Representatives from more than 110 Councils for International Visitors (CIVs), community organizations, university centers, and program agencies from across the United States will gather for the event, which is funded by a grant from the United States Information Agency's (USIA) Bureau of Educational and Cultural Affairs.

An example of effective public-private partnership, the theme of the conference is "Partnerships for Public Diplomacy." A variety of workshops and panels featuring high-level professionals and scholars includes topics such as: *Managing Change and Developing Partnerships*; *Demonstrating the Success of USIA's International Visitor Program*; *The Internet for CIVs*; *Human Rights and Women's Issues*; *Civic Education*; *Volunteer Recruitment and Recognition*; *Media and PR Connections*; *Immigration and Diversity*; *Vital Partners: Escort Officers and Interpreters in the International Visitor Program*; *Sustainable Development*; *International Trade*; and *Democratization*.

Keynote speakers include **Frances Hesselbein, President of the Peter F. Drucker Foundation for Nonprofit Management**, who will address *Lessons in Leadership* [Luncheon Plenary, Sunday, April 6 @ 12:30 p.m. - Vista Ballroom]; and **Roger Axtell, author of The Do's and Taboos of Hosting International Visitors**, who will address important cultural points when welcoming international visitors to America [Closing Luncheon Plenary, Tuesday, April 8 @ 12:30 p.m.- Vista Ballroom].

Other NCIV conference highlights include a Plenary on *The Future of International Exchange*, including remarks by **The Hon. Dr. John P. Loiello, USIA Associate Director for Educational and Cultural Affairs**; a panel composed of **Susan Sygall, Executive Director of Mobility International U.S.A.**, and **Michael McCarry, Executive Director of The Alliance for International Educational and Cultural Exchange**, moderated by **William Reese, Executive Director of Partners of the Americas**

(more)

United States Information Agency Washington D.C. 20547 Tel: 202-619-4355 Fax: 202-619-6988

USIA / Page 2

[Monday, April 7 @ 1:30 p.m. - Vista Ballroom]; and a networking reception on Capitol Hill [Monday, April 7 @ 6:00 p.m.- Room 325 - Russell Senate Office Building].

Reflecting on the NCIV National Conference, **Deputy Assistant Secretary Designate for Public Affairs at the Department of State and former director of USIA's Office of International Visitors Lula Rodriguez** said, "This is an important event for all involved in Public Diplomacy and it is convened this year in Washington at an opportune time -- when the President has just begun a second term in office with a new Secretary of State. Secretary Albright is focused on doing what those of us involved in the International Visitor Program do every day -- 'making foreign policy less foreign' to the American people."

NCIV Executive Director Dr. Sherry Mueller explained that the conference's participants, more than 400 citizen diplomats who are primarily volunteers from all over the U.S., "are building a web of human connections that serve as the context for future trade negotiations, security agreements, and transnational approaches to solving global problems. This conference is designed to build their leadership, management, and programming skills."

USIA's International Visitor Program brings approximately 5,000 international leaders and potential leaders in various fields to the United States each year to meet and exchange ideas with their U.S. counterparts. Arrangements and support for visitors' programs are provided by USIA, often with the cooperation of private, non-profit organizations, many of whom are affiliated with NCIV. As a national network that encourages and promotes efforts to develop, coordinate, and improve services for International Visitors, NCIV involves more than 800,000 Americans from all walks of life and from around the country. Volunteer professionals participate in discussions with foreign visitors, welcome those visitors to their homes, and provide them with unique insights into the history, economy, and character of their town or city. Through their involvement with USIA's International Visitor Program, thousands of Americans across the nation contribute to improved relations between the United States and other countries.

[Interviews with NCIV National Conference participants will be arranged upon request.]

###

The United States Information Agency, headed by Dr. Joseph Duffey, is an independent foreign affairs agency within the executive branch that explains and supports U.S. foreign policy and national security interests abroad through a wide range of information programs. The agency promotes mutual understanding between the United States and other countries through a series of educational and cultural exchange activities conducted by its Bureau of Educational and Cultural Affairs. USIA's educational and cultural programs include the Fulbright academic program, the International Visitor Program, the Citizen Exchanges program, arts programs, book translations, and English teaching.

The International Visitor Program operates under authority of the Mutual Educational and Cultural Exchange Act of 1961 (The Fulbright-Hays Act). The program aims to increase mutual understanding through communication at the personal and professional levels. Participants are established or potential foreign leaders in government, politics, media, education, science, labor relations, and other key fields. They are selected by American embassies overseas to visit the United States to meet and confer with their professional counterparts and to gain firsthand experience of this country. Hundreds of former participants in the International Visitor Program have risen to important positions in their countries. Among the alumni are more than 160 current and former chiefs of state or heads of government, and more than 600 are cabinet-level ministers.

PCT/US 00/00382

U.S. Information Agency

4/14/97 3:41 PM



Welcome to the U.S. Information Agency Home Page

The United States Information Agency is an independent foreign affairs agency within the executive branch of the U.S. government. USIA explains and supports American foreign policy and promotes U.S. national interests through a wide range of overseas information programs. The agency promotes mutual understanding between the United States and other nations by conducting educational and cultural activities. USIA maintains more than 200 posts in 143 countries where it is known as USIS, the U.S. Information Service.

On April 15, 1993, Dr. Joseph Duffey was nominated by President Bill Clinton to be USIA Director, and was sworn in on June 3, 1993.

[Back to Home Page](#)

Professional Programs

Overview | Subject Areas | Organization

Overview

The Office of Citizen Exchanges supports programs which take place either in the United States or overseas. Programs normally are multi-phase, and extend over more than one fiscal year; that is, they will include trips of American specialists overseas, and bring foreign specialists to the United States as part of the same, coordinated program. Introductory tours of the United States for multi-regional delegations are not supported.

The program focuses on emerging leaders and young professional in a range of fields. Following a thorough review and independent panelling of all technically eligible proposals and based on recommendations by various USIA offices, funding decisions are made by USIA's Associate Director for Educational and Cultural Affairs.

Subject Areas for Programs

- Conflict resolution;
- Environmental protection;
- Trade unionism;
- Education administration and curriculum reform;
- ● Media development;
- Judicial training;
- Local government;
- Civil and human rights protection;
- ● Citizen networking;
- Legislative reform;
- Public administration;
- ● Small business development and management training; and
- other academic and professional disciplines

Organization

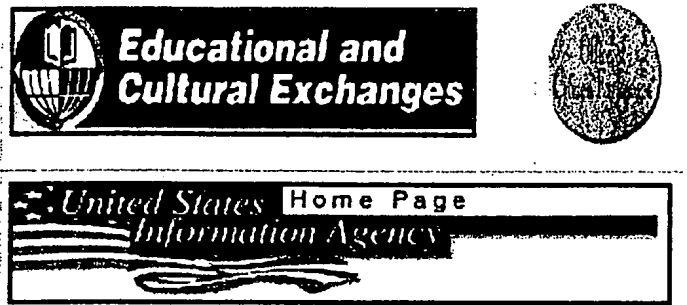
The Professional Programs has four geographical-based subdivisions which manage grants:

- Russia/Eurasia Division (excluding the Baltics)
- Near East, South Asia and Africa Division
- Europe Division (including the Baltics)
- American Republics and East Asia Division

Connections to:

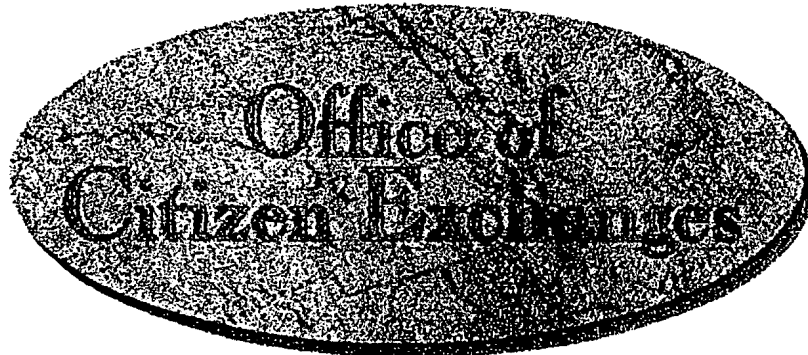
Citizen Exchanges: Professional Programs

4/14/97 3:59 PM



This page was created by Skip Keats. Comments welcome.

Last updated 1997-Apr-08 17:20:37 -0400



Overview

The Office of Citizen Exchanges, within USIA's Bureau of Educational and Cultural Affairs, designs and develops exchange programs to address long-term objectives such as the support of democratic institutions, the free flow of information, market-based economic development, and international cultural exchange. Programs are of three types: professional, cultural, and for secondary school students.

All grants are made either directly to American participants or American nonprofit organizations depending on program type, but the office encourages both individuals and organizations to have foreign cosponsors. Programs are based on competition, substantive rigor and cross-cultural sensitivity.

To best view this site, we recommend the latest version of one of two popular browsers:



Primary Program Objectives:

- Development of institutional links which live beyond the duration of USIA funding support;
- Creation of consortia, associations and information networks which endure;
- Transfer of useful information overseas;
- Expansion of international awareness and programming among US non-profit institutions;
- Stimulation of US and foreign alternative funding sources to enhance and expand USIA's mandate through the private sector;
- Enhancement of knowledge of American cultural traditions and values;
- The introduction of ideas which may contribute to the solution of long-term international problems.

Program Procedures

Citizen Exchanges Home Page

4/14/97 3:45 PM

We support programs that take place either in the United States or overseas. These exchanges demonstrate to foreign participants how Americans deal with issues of professional interest. In addition, the programs are designed to give Americans international and cross-cultural perspectives and lead toward understanding of foreign needs and priorities.

To accomplish these objectives, the USIA-funded programs conducted by US non-profit organizations work with emerging leaders, young professionals, and students. Cultural programs may be conducted through non-profit organization or managed by Citizen Exchanges staff members.

Institutions wishing to cooperate on a grant with an American non-profit organization are encouraged to learn more about the grant process leading to an award. The Office of Citizen Exchanges develops a series of Requests for Proposals (RFPs) during the course of the fiscal year, which runs from 1 October through 30 September of the following year. RFPs are published in the Federal Register.

For further information regarding the activities of the Office of Citizen Exchanges or for specific details regarding the grants process, please contact us by postal mail, express services, telephone, fax, or e-mail us at citex@usia.gov

Cultural Programs **Professional Programs** **Student Programs**

Connections to:



This page and the link site were developed by Skip Keats. Some of this material was originally crafted by Chip Harmon. If you have any constructive comments or criticisms regarding these pages, please feel free to contact me at skeats@usia.gov or click the link and directly e-mail me.

Last modified 08 April 1997 17:20:39 -0400

RFP Menu

4/14/97 4:20 PM

Open Requests For Proposal (RFPs)

The following Requests For Proposals (RFPs) have been published in the *Federal Register*, and will remain on this site until the closing dates. This site is updated whenever an RFP opens or closes. Please read each RFP for the closing date and other information for proposal preparation. If you have questions, there is staff contact information in the text of each RFP.

To obtain the complete solicitation package for an RFP, look for these documents:

- 1) **RFP** - Highlights key program components, proposal guidelines, and information about the projected time sequence for awards, including proposal submission due date.
- 2) **Proposal Submission Instructions (PSI)** - A required component of all Bureau solicitations. The PSI contains standard Bureau guidelines, technical instructions, and required certifications/forms to be returned as part of the proposal submission.
- 3) **Program Objective, Goals, and Implementation (POGI)** - Elaborates on the program guidelines outlined in the RFP, providing more specifics to assist in program development. Normally, Bureau solicitations include a POGI; however, in some cases, the program office may have included complete program details in the RFP and did not prepare a POGI.

Those interested in submitting a proposal must ensure that all parts of the Solicitation Package have been obtained before beginning work on the proposal. Solicitation Packages may be downloaded from this website, received via the Bureau's **Grants Information Fax on Demand System**, which is accessed by calling 202/401-7616, (your first order should be the "Table of Contents" containing available document order numbers), or requested from the Program Officer listed in each RFP.

Open Requests for Proposals (RFPs)

1. **Multi-Regional Projects for International Visitors** [RFP](#) | [POGI](#) | [Concept Paper](#)

Proposal Submission Instructions (PSI) - The [PSI](#) is a required part of every RFP solicitation package and has been prepared using Adobe Acrobat. You may [download](#) Adobe Acrobat for free if necessary.

[Return to Previous Page](#)

Grants Management Staff
Office of the Executive Director
Bureau of Educational and Cultural Affairs
U.S. Information Agency

updated April 14, 1997/rgb

Untitled

4/14/97 5:25 PM

Sec. 503.8 Exemptions.

Section 552(b) of the Freedom of Information Act contains nine exemptions to the mandatory disclosure of records. These exemptions and their application by the Agency are described below. In some cases, more than one exemption may apply to the same document. This section does not itself authorize the giving of any pledge of confidentiality by any officer or employee of the Agency.

(a) Exemption one--National defense and foreign policy. We are not required to release records that are specifically authorized under criteria established by an Executive Order to be kept secret in the interest of national defense or foreign policy and are in fact properly classified pursuant to such Executive Order. Executive Order No. 12356 (1982) provides for such classification. When the release of certain records may adversely affect U.S. relations with foreign countries, we usually consult with officials of those area offices and/or with officials of the Department of State. We may also have in our possession records classified by another agency. If we do, we may consult with that agency or may refer your request to that agency for their direct response to you, in which case we will notify you that we have made such a referral.

(b) Exemption two--Internal personnel rules and practices. We are not required to release records that are related solely to the internal personnel rules and practices of an agency. We may withhold routine internal agency procedures such as guard schedules and luncheon periods. We may also withhold internal records the release of which would help some persons circumvent the law or agency regulations.

(c) Exemption three--Records exempted by other statutes. We are not required to release records if another statute specifically allows us to withhold them. Another statute may be used only if it absolutely prohibits disclosure or if it sets forth criteria identifying particular types of material to be withheld.

(d) Exemption four--Trade secrets and confidential commercial or financial information. We will withhold trade secrets and commercial or financial information that is obtained from a person and privileged or confidential.

Untitled

4/14/97 5:25 PM

(1) Trade secrets. A trade secret is a secret, commercially valuable plan, formula, process, or device that is used for the making, preparing, compounding, or processing of trade commodities and that can be said to be the end product of either innovation or substantial effort. A direct relationship is necessary between the trade secret and the productive process.

(2) Commercial or financial information, obtained from a person, and is privileged or confidential.

(i) Information is "commercial or financial" if it relates to businesses, commerce, trade, employment, profits, or finances (including personal finances).

(ii) Information is obtained from someone outside the Federal Government or from someone within the Government who has a commercial or financial interest in the information. "Person" includes an individual, partnership, corporation, association, state or foreign government, or other organization. Information is not "obtained from a person" if it is generated by USIA or another Federal agency.

(iii) Information is "privileged" if it would ordinarily be protected from disclosure in civil discovery by a recognized evidentiary privilege, such as the attorney-client privilege, or the work product privilege. Information may be privileged for this purpose under a privilege belonging to a person outside the Government, unless the providing of the information to the Government rendered the information no longer protectible in civil discovery.

(iv) Information is "confidential" if it meets one of the following tests:

(A) Disclosure may impair the Government's ability to obtain necessary information in the future;

(B) Disclosure would substantially harm the competitive position of the person who submitted the information;

(C) Disclosure would impair other Government interests, such as program effectiveness and compliance; or

(D) Disclosure would impair other private interests, such as an interest in controlling availability of intrinsically valuable records, which are sold in the market by their owner.

Untitled

4/14/97 5:25 PM

(3) Designation of certain confidential information. A person who submits records to the Government may designate part or all of the information in such records as exempt from disclosure under Exemption four. The person may make this designation either at the time the records are submitted to the Government or within a reasonable time thereafter. The designation must be in writing. The legend prescribed by a request for proposal or request for quotations pursuant to any agency regulation establishing a substitute for the language is sufficient but not necessary for this purpose. Any such designation will expire ten years after the records were submitted to the Government.

(4) Predisclosure notification. The procedures in this paragraph apply to records that were submitted to the Government where we have substantial reason to believe that information in the records could reasonably be considered exempt under Exemption four. Certain exceptions to these procedures are stated in paragraph (d)(5) of this section.

(i) When we receive a request for such records and we determine that we may be required to disclose them, we will make reasonable efforts to notify the submitter about these facts. The notice will inform the submitter about the procedures and time limits for submission and consideration of objections to disclosure. If we must notify a large number of submitters, we may do this by posting or publishing a notice in a place where the submitters are reasonably likely to become aware of it.

(ii) The submitter has five (5) working days from receipt of the notice to object to disclosure of any part of the records and to state all bases for its objections.

(iii) We will give consideration to all bases that have been timely stated by the submitter. If we decide to disclose the records and the submitter still does not agree, we will send a written notice to the submitter stating briefly why we did not sustain its objections and will provide a copy of the records as we intend to release them. The notice will state that we will disclose the records five (5) working days after the submitter receives the notice unless we are ordered by a United States District Court not to release them.

(iv) When a requester files suit under the FOIA to obtain records covered by this paragraph, we will promptly notify the submitter.

(v) Whenever we send a notice to a submitter under paragraph

Untitled

4/14/97 5:25 PM

(d)(4)(i) of this section, we will notify the requester that we are giving the submitter a notice and an opportunity to object.

(5) Exceptions to predisclosure notification. The notice requirements in paragraph (d)(4) of this section do not apply in the following situations:

(i) We decide not to disclose the records;

(ii) The information has previously been published or made generally available;

(iii) We have already notified the submitter of previous requests for the same records and have come to an understanding with that submitter about the records;

(iv) Disclosure is required by a statute other than the FOIA;

(v) Disclosure is required by a regulation, issued after notice and opportunity for public comment, that specifies narrow categories of records that are to be disclosed under the FOIA, but in this case a submitter may still designate records as described in paragraph (d)(3) of this section and in exceptional cases, at our discretion, may follow the notice procedures in paragraph (d)(4) of this section;

(vi) The designation appears to be obviously frivolous, but in this case we will still give the submitter the written notice required by paragraph (d)(4)(iii) of this section (although this notice need not explain our decision or include a copy of the records).

(e) Exemption five--Internal memoranda. This exemption covers internal Government communications and notes that fall within a generally recognized evidentiary privilege. Internal Government communications include an agency's communications with an outside consultant or other outside person, with a court, or with Congress, when those communications are for a purpose similar to the purpose of privileged intra-agency communications. Some of the most common applicable privileges are:

(1) The deliberative process privilege. This privilege protects predecisional deliberative communications. A communication is protected under this privilege if it was made before a final decision was reached on some question of policy and if it expressed recommendations or opinions on that question. The

Untitled

4/14/97 5:25 PM

purpose of this privilege is to prevent injury to the quality of the agency decisionmaking process by encouraging open and frank internal policy discussions, by avoiding premature disclosure of policies not yet adopted, and by avoiding the public confusion that might result from disclosing reasons that were not in fact the ultimate grounds for an agency's decision. This privilege continues to protect predecisional documents even after a decision is made. We will release purely factual material in a deliberative document unless that material is otherwise exempt. However, purely factual material in a deliberative document is within this privilege if:

- (i) It is inextricably intertwined with the deliberative portions so that it cannot reasonably be segregated, or
- (ii) It would reveal the nature of the deliberative portions, or
- (iii) Its disclosure would in some other way make possible an intrusion into the decisionmaking process.

(2) Attorney-client privilege. This privilege protects confidential communications between a lawyer and an employee or agent of the Government where an attorney-client relationship exists (e.g., where the lawyer is acting as attorney for the agency and the employee is communicating on behalf of the agency) and where the employee has communicated information to the attorney in confidence in order to obtain legal advice or assistance, and/or where the attorney has given advice to the client.

(3) Attorney work product privilege. This privilege protects documents prepared by or for an agency, or by or for its representative (usually USIA attorneys) in anticipation of litigation or for trial. It includes documents prepared for purposes of administrative adjudications as well as court litigation. It includes documents prepared by program offices as well as by attorneys. It includes factual material in such documents as well as material revealing opinions and tactics. The privilege continues to protect the documents even after the litigation is closed.

(f) Exemption six--Clearly unwarranted invasion of personal privacy. We may withhold personnel, medical, and similar files and personal information about individuals if disclosure would constitute a clearly unwarranted invasion of personal privacy.

Untitled

4/14/97 5:25 PM

(1) Balancing test. In deciding whether to release records that contain personal or private information about someone else to a requester, we weigh the foreseeable harm of invading that individual's privacy against the public benefit that would result from the release of the information. In our evaluation of requests for records, we attempt to guard against the release of information that might involve a violation of personal privacy by a requester being able to "piece together items" or "read between the lines" information that would normally be exempt from mandatory disclosure.

(2) Information frequently withheld. We frequently withhold such information as home addresses, ages, minority group status, social security numbers, individual's benefits, earning records, leave records, etc.

(g) Exemption seven--Law enforcement. We are not required to release information or records that the Government has compiled for law enforcement purposes. The records may apply to actual or potential violations of either criminal or civil laws or regulations. We can withhold these records only to the extent that releasing them would cause harm in at least one of the following situations:

(1) Enforcement proceedings. We may withhold information when release could reasonably be expected to interfere with prospective or ongoing law enforcement proceedings. Investigations of fraud and mismanagement, employee misconduct, and civil rights violations may fall into this category. In certain cases, we may refuse to confirm or deny the existence of records that relate to violations in order not to disclose that an investigation is in progress or may be conducted.

(2) Fair trial or impartial adjudication. We may withhold records when release would deprive a person of a fair trial or an impartial adjudication because of prejudicial publicity.

(3) Personal privacy. We are careful not to disclose information that could reasonably be expected to constitute an unwarranted invasion of personal privacy. When a name surfaces in an investigation, that person is likely to be vulnerable to innuendo, rumor, harassment, or retaliation.

(4) Confidential sources and information. We may withhold records whose release could reasonably be expected to disclose the identity of a confidential source of information. A confidential

PCT/US 00/00382

Cultural Programs

- [Overview](#)
- [American Cultural Specialists](#)
- [International Arts Festivals](#)
 - [Performing Arts](#)
 - [Visual Arts](#)
- [Creative Arts Exchanges](#)
- [Film Festivals](#)
- [For Press Inquiries](#)
- [Links to Other Arts-Related Web Sites](#)

Overview

The cultural staff responds to requests from U.S. embassies overseas for a variety of projects. We select arts professionals to fulfill various arts projects that will benefit the long-term objectives of U.S. foreign policy. These projects may include fund-raising or arts management skills, theatre production, choreography, et cetera. Programs involving non-profit organizations operate through competitions that are announced twice a year in the [Federal Register](#). All participants are of a professional level.

Readers may contact via our [USPS address](#), our [express mail](#), [telephone](#), or [facsimile](#).



to the list.

American Cultural Specialists

The cultural staff recruits Americans who are arts specialists to travel abroad and work at a cultural institution, such as a theater, academy, museum, orchestra, or dance company, for a period of two-to-six weeks. The duties of an American Cultural Specialist (ACULSPEC) may include, for example, conducting a workshop or master class, directing a play, rehearsing a ballet, or advising on arts management. This program, developed in close cooperation with the US embassy and overseas cultural institution, is designed to address specific needs of the host organization. In addition, the specialists provide their contacts with a greater understanding of the content, technique, and theoretical framework of their art in the United States. USIA recruits all cultural specialists in response to requests from US embassies abroad. All expenses, plus a modest honorarium, are covered by USIA and the overseas co-sponsor or US embassy.

For more information on the [cultural specialist program](#), please call 202.619.4779.



to the list.

International Festivals

The Fund for US Artists at International Festivals and Exhibitions, commonly called the *Festivals Fund*, was jointly established and is funded by USIA, the [National Endowment for the Arts](#), [The Rockefeller Foundation](#), and [The Pew Charitable Trusts](#). Administered by [Arts International](#), a division of the [International Institute of Education](#), the Fund seeks to improve and expand American artistic participation in international visual and performing arts festivals.

Citizen Exchanges: Cultural Programs

4/14/97 4:02 PM


Visual Arts

The Festivals Fund supports US participation at the Venice Biennale, São Paulo Bienal, and other major international visual arts events. Proposals for exhibitions are welcomed from non-profit museums, galleries, and independent curators. Proposals are not accepted from commercial galleries or artists submitting their own work. The Federal Advisory Committee for International Exhibitions reviews all proposals and recommends the curator and artist(s) for each international event. Once a project is selected, it is developed and managed by USIA staff, in cooperation with the curator and US Information Service officers abroad. For more information on the visual arts program, please contact rmoser@usia.gov.

Performing Arts

American artists invited to participate in international performing arts festivals can apply for assistance from the Fund. Preference is given to those festivals in which American participation will make a significant difference in the American cultural representation in that country. Artistic excellence, evidence of other sources of funding and the strength of interest in the applicant by the festival organizers are also factors in the decision. For more information on the performing arts or application forms, please contact [Fund for US Artists](#) or [telephone them](#).


For more information on the [Festival Fund](#).

 to the list.

Creative Arts Exchanges

The Creative Arts Exchanges Division links American artists, museum professionals and cultural institutions with their counterparts in other countries by partially funding non-profit institutional projects that conduct two-way international cultural exchanges. The American organization works with USIA to shape and focus the program, and then, with US Information Service offices abroad, to select the foreign participants and implement the project. All awards require private sector cost-sharing to ensure follow-on and continuity. The program operates through semiannual [Federal Register](#) announcements inviting proposals from US non-profit cultural organizations.

For more information on the [Creative Arts Exchanges program](#), please call 202.205.2209; or email the program officer at jjohanse@usia.gov.

 to the list.

Film Festivals

Film Festivals is USIA's liaison with the US filmmaking community and film institutions. We provide 35mm feature films to US embassies for prestigious Ambassadorial screenings and embassy-sponsored film festivals. The features are Hollywood commercial releases or films by independent US filmmakers.

Film Festivals also provides features for film events that our embassies co-sponsor with local contacts, and films for international film festivals that our embassies support. Embassies use the screenings to promote foreign policy objectives such as protection of intellectual and cultural property rights. The screenings also help American film companies open new theatrical markets abroad and assist independent filmmakers to gain marketing exposure overseas.

PCT/US 00/00382

USIA General Counsel

4/14/97 5:21 PM



ABOUT USIA'S OFFICE OF THE GENERAL COUNSEL--GC

In the world of government legal offices GC is unusual in the sense that it is home not only to the lawyers who provide legal services of all types to USIA, but also it comprises the Exchange Visitor Program Services Office, the Freedom of Information and Privacy Act Office (GC-FOI/PA), the Attestation (Beirut Agreement) Office (GC-A), and the Agency's Ethics Program.

The Office of General Counsel (GC) provides for all legal services to USIA (except the Office of the Inspector General, and the Broadcasting Board of Governors) including its overseas USIS posts, VOA, WorldNet TV and the Fulbright Exchange Program. We also administer the Immunity from Judicial Seizure statute, which protects from judicial process: 1) objects of cultural significance, 2) imported temporarily from abroad, for 3) nonprofit exhibition in the United States. Tort claims against USIA are also handled by GC. Service of process on USIA (or its officers in their official capacity) is effected in the Office of the General Counsel.

The Exchange Visitor Program Services Office, operates the public and private sector J-visa exchange program. The Program Designation Branch designates public and private organizations to operate under our auspices to bring foreign visitors to the United States and to send Americans to foreign countries. The Waiver Branch of GC/V recommends certain waivers of the mandatory 2-year home residence rule for J-visa holders who are funded by a government, come here to receive graduate medical education or training or whose relevant skill is on a published "skills list."

The Freedom of Information Act/Privacy Act Office administers the FOIA AND PA for the Agency. Requests for existing Agency information, or information in an Agency "system of records" about an individual are sought through this unit.

The Agency also administers the Beirut Agreement, a multilateral convention under the aegis of UNESCO, which may provide favorable tax treatment upon import into a foreign signatory (or into the U.S.) of audio-visual materials which the Attestation Officer determines to meet the definition of "educational, cultural or scientific" under the Beirut Agreement, US law and regulations.

Agency employees and former employees (and those persons or corporations dealing with them) may seek ethics opinions from the Designated Agency Ethics

USIA General Counsel

4/14/97 5:21 PM

Official concerning a proposed transaction or concern. Seeking outside employment while still an employee and post-employment conflicts of interest are important topics of concern under revised ethics law and regulations.

NOTE: The copies of the U.S. federal statutes and regulations in the USIA GC Home Page are not official. For official copies of the U.S. statutes, see the United States Code. For official copies of the regulations, see the Federal Register and the Code of Federal Regulations.

MENU

- **HOT TOPICS!**

Special announcements, notices, alerts on current, topical events in GC.

- **J-Visa Regulations (including Au Pair)**

Current regulations at 22 CFR 514 regulating the entire Exchange Visitor (J-visa) Program, including any new or proposed regulations and 1/16/97 *Exchange Visitor Skills List* in text format or Adobe Acrobat (PDF) format. (RO Manual--working draft)

- **USIA Freedom of Information Act Regulations**

These are the Agency's current regulations at 22 CFR 503 governing our implementation of the FOIA. If you are requesting existing Agency information, these regs describe the process, give contact addresses and set out fees.

- **USIA Privacy Act Regulations**

These regulations deal with the Privacy Act and requests by individuals for their own records. They are found at 22 CFR 505.

- **Beirut Agreement Regulations**

Current Agency regulations implementing the Agreement for Facilitating the International Circulation of Visual and Auditory Material of an Educational, Scientific and Cultural Character -- the Beirut Agreement and U.S. law. 22 CFR 502.

- **Immunity From Judicial Seizure (for cultural objects)**

Text of P.L. 89-259, 79 Stat. 985, approved October 19, 1965. This legislation enables USIA, through the Office of General Counsel, to make determinations necessary for the protection from judicial process (such as seizure), objects of cultural significance coming from foreign countries, temporarily, for non-profit exhibition in educational and cultural institutions in the United States.

- **Tort Claims against USIA--Regulations**

Under these regulations, the General Counsel determines or settles tort

Citizen Exchanges: Cultural Programs

4/14/97 4:02 PM

Film Festivals assists the Academy of Motion Picture Arts and Sciences with its annual Foreign Student Film Awards. We also work with the Council on International Non-Theatrical Events (CINE) and others to provide award-winning private sector productions for competitive documentary festivals.

For more information on the Film Festival program, please either call 202.619.5792 or e-mail your request to the program officer at scohen@usia.gov.



to the list.

For Press Inquiries

USIA's cultural program welcomes and seeks contact with the press in order to publicize its programs to the public. Please contact USIA's Public Liaison Office on 202.401.1190 or email inquiry@usia.gov for press inquiries.

Connections to:



Last updated on 08 April 1997 17:20:39 -0400

USIA General Counsel

4/14/97 5:21 PM

claims (claims for money damages for personal injury or death, or damage to property based on alleged negligence of Agency employees acting within the scope of their employment against the Agency. 22 CFR 511.

- **Program Fraud Civil Remedies Regulations**

The General Counsel is the Reviewing Official under these regulations, which implement the Program Fraud Civil Remedies Act of 1986, as amended, and relate to false claims and statements made to the Agency. 22 CFR 521.

- **Office of Government Ethics Home Page**

This site contains a wide variety of information on the government-wide ethics program administered by the Office of Government Ethics.

- **Ethics, Conduct and Related Matters**

A collection of material from the 1996 Annual Government Ethics Conference, containing information on Lobbying, Frequent Flier miles, Buyout Restrictions, the "Hatch Act," Gifts and other areas of interest.

USIA International Visitor Program

4/14/97 5:38 PM

information about these agencies and their addresses please see the document titled
"International Visitor Councils" this section.)

CIV -- Council for International Visitors
a number of the local sponsors use this name, e.g., Pittsburgh Council for International
Visitors.

Sending Agency:

The national organization arranging broad U.S. programs for USIA's International Visitor
Program. These agencies include:
AAI -- African-American Institute
AED -- Academy for Educational Development
DI -- Delphi International
FTUI -- Free Trade Union Institute
IIE -- Institute of International Education
MIC -- Meridian International Center
PSF -- Phelps-Stokes Fund

For more information and the addresses of these agencies, please refer to "International
Visitor Projects" in this section.

Other Pertinent Terms:

E/I -- Escort Interpreter
ELEO -- English Language Escort Officer
ITT -- Individuals Travelling Together
IV -- USIA's International Visitor
IVP -- USIA's International Visitor Program
L/S -- Language Services Division, U.S. Department of State
MRP -- Multi-Regional Project
RP -- Regional Project
[AF=African, AR=American Republics, EA=East Asia/Pacific, EU=European, NEA=Near
East/S. Asia]

SCP -- Single-Country Project

For more information on the **International Visitor Program**, please contact the office at
iv@usia.gov.

Return to **[International Visitor Program's Home Page](#)**.

March 1997

What is a Hammer?

4/16/97 10:58 AM

What Is a Hammer Award?

(Updated 10/10/96)

The Hammer Award is presented to teams of federal employees who have made significant contributions in support of reinventing government principles.

The Award is the Vice President's answer to yesterday's government and its \$400 hammer. Fittingly, the award consists of a \$6.00 hammer, a ribbon, and a note from Vice President Gore, all in an aluminum frame. About 600 Hammer Awards have been presented to teams comprised of federal employees, state and local employees, and citizens who are working to build a better government.

[Who We Are](#) ||| [Latest Additions](#) ||| [Initiatives](#) ||| [Customer Service](#) ||| [News Room](#) ||| [Accomplishments](#)
||| [Awards](#) ||| ["How To" Tools](#) ||| [Library](#) ||| [Web Links](#)



[Reinvention Comments](#)
[Technical Comments](#)

The following pages provide brief descriptions of some performance measurement activities that are already going on in cities. It is the initial draft of what we expect will be a more comprehensive compilation. We hope the information provided is useful. If you are not already doing work in this area, we also hope it captures your imagination and helps generate new ideas.

How this document was compiled

This compilation is a work-in-progress and by no means all-inclusive. We welcome the contributions of any cities that are working with performance measurement. Cities included in this draft were referred to the National Performance Review by several sources, including leaders in the performance measurement field, Financial World Magazine, the Government Finance Officers Association, the International City/County Management Association, and the National League of Cities. Information was collected from cities primarily through phone interviews. All of the information provided is self-reported.

For further information, to contribute information, or to make corrections

This document is intended to be brief. For further information we encourage you to call the contacts listed or to refer to the attached summary of resources. If you would like to submit information on your city, please complete the questionnaire found at the end of this document and forward it to:

Trish Thomson
National Performance Review
750 17th Street, Suite 200
Washington, DC 20006
fax 202-632-0390
e-mail: Trish.Thomson@NPR.GSA.GOV

Finally, if you would like to update or correct information already provided, please send changes to the above fax number or e-mail address.

Special Thanks

We would like to thank the Government Finance Officers Association, the International City/County Management Association, the National League of Cities, the U.S. Conference of Mayors, and all the cities who agreed to contribute to this compilation.

2. common questions asked about measuring performance

Q: What is "performance measurement?"

A: Performance measurement refers to a management process which involves (1) identifying important objectives consistent with your organization's mission, (2) measuring how you are doing against those objectives (in terms of outputs and outcomes), (3) using what you learn to inform decisions and improve performance, and (4) reporting how you are doing to your customers, the public.

Q: What kind of performance measures exist?

A: The following is a summary of performance measures. It is based on information provided by the Government Accounting Office:

Managing Results: Initiatives in Select American Cities

4/16/97 10:54 AM

Type of Measure	Description	Examples
Input	Resources used to carry out a program over a given period of time	Number of full-time employees Amount of materials used Dollars spent
Output	Amount of work accomplished or service provided over a given period of time	Number of applicants processed Number of claims paid
Efficiency	Cost per unit of output	Cost per client served Cost per square mile of grass cut
Outcome	Impact or quality of work accomplished or services provided	Percent reduction in teen pregnancy rate Customer satisfaction with taxpayer services

Q: What is the difference between inputs, outputs, and outcomes?

A: Consider an example from industry: the inputs are the materials, labor, and equipment costs that go into producing a product, a widget for instance. The output is the number of widgets produced. The outcome is the profit realized from selling widgets.

Q: Elaborate on this distinction using a government sector example.

A: Think about building inspection efforts - the number of hours spent inspecting buildings for code violations is an input. Outputs include the number of buildings inspected or the number of citations written. An outcome would be a decrease in the number of accidents that occur because of building code violations.

Inputs focus on the resources expended to do something. Outputs generally focus on the numbers of things done, on activities. Outcomes take it a step further and focus on either the impact or the quality of those activities.

Q: Aren't there cases where a variety of outcomes exist?

A: Yes, in almost all cases a spectrum of results exists. For example, a youth program may mentor at-risk youth. This mentoring (we hope) leads to improved attitudes about school, which leads to increased attendance, which leads to increased academic performance, which leads to increased graduation rates.

In the above example, there are several possible outcomes - the number of kids who show improved attitudes toward school, the number who have improved attendance, the number who have improved grades, or the number who graduate.

Q: What process should be used to select the most important outcomes?

A: Ask your key stakeholders - the people who have an interest in the results you are trying to achieve. Stakeholders include such groups as the public, city council members, mayors, city managers, and department heads and staff. To get stakeholder feedback consider surveys, retreats, focus groups, special meetings, task forces, and public forums.

When identifying the outcomes you will focus on, also consider whether or not an outcome can be measured and how expensive measuring it will be. It may be prudent to focus on outcomes that can be more readily measured as long as the measures are still meaningful, reliable, and valid measures.

Q: How do you ensure that the performance measures collected are used?

Managing Results: Initiatives in Select American Cities

4/16/97 10:54 AM

A: Ensure they are useful. Methods to do this are included in Eleven Ways to Make Performance Measurements More Useful to Public Managers in the September 1994 edition of *Public Management*.

Q: What is "benchmarking?"

A: Richard J. Fischer in the September 1994 edition of *Public Management* defines benchmarks as standard performance measures. Benchmarking involves comparing the performance of similar organizations using these standard measures. The comparison is made to determine who is best, to find out why, and then to use the best practices identified as a means of improving your own organization. As Mr. Fischer points out, benchmarks are everywhere: golf course pars, company earnings ratios, baseball batting averages. Several initiatives are underway to develop benchmarks for cities, including an effort on the part of ICMA and a consortium of cities.

Q: What practices contribute to successful performance measurement systems?

A: According to Stuart Grifel in the September 1994 edition of *Public Management*, there are six key things to remember:

- (1) Start with a few measures and don't be too concerned if initial targets are low. Targets can be tightened up once a system is in place and staff are comfortable with it.
- (2) Use existing data whenever possible. The value of reporting on a particular measure should be weighed against the effort of data collection.
- (3) Audit the data periodically.
- (4) Allow program managers to provide explanatory information on data gathering and reporting forms so that they can explain why performance has deviated if necessary.
- (5) Report measures that are meaningful at the various decision-making levels. Find a balance between reporting too few and too many measures.
- (6) Ensure that the information is used at all levels, particularly, the operating managers level.

3. City Descriptions

City: Atlanta, GA

Description: Atlanta is committed to developing performance measures that help identify opportunities for improvement and that are based on what is important to the citizens - its primary customers. With this in mind, the city has implemented a management plan that incorporates outcome measures in addition to the traditional output measures. It has also initiated an annual citizens survey.

In its management plan, the city has identified three priority areas for which outcome measures will be tracked - public safety, quality customer service, and neighborhood vitality/economic development. By focusing on these priorities and corresponding outcome measures, the city more effectively assesses the impact of its actions and allocates the city's budget. The city is also transitioning from a line-item budget to one with more of a programmatic focus. Additional information will come from the citizen survey which will determine (1) how citizens feel about the services the city provides and (2) identify services that need to be improved.

Applicable publications or source material: Atlanta publishes their performance measures in quarterly public reports released to the Finance Committee and the City Manager. Next year they hope to publish the results of a their citizens survey.

Contact: Melvin Waldrop **Department/Office:** Deputy Chief Operating Officer
Office of the Mayor

Address: 55 Trinity Ave.
Suite 2400
Atlanta, GA 30335-0307

Phone: (404) 330-6413 **Fax:** (404) 658-7451

Managing Results: Initiatives in Select American Cities

4/16/97 10:54 AM

Date this summary was prepared: 8/17/95

City: Austin, TX

Description: In fiscal year 1993 Austin initiated performance based budgeting. As part of this initiative, the city manager and city council held a retreat where they identified ten city priorities. These priorities generally cut across department lines, so inter-department teams (lead by department heads) were formed to develop specific goals and corresponding performance measures. For instance one of the council's priorities was to improve opportunities for youth. Several goals were established around this priority, including reducing child abuse and neglect (as measured by the number of incidents in targeted areas) and reducing teen pregnancy (as measured by the pregnancy rate for 13-17 year olds in targeted areas). Similarly, the Austin police department has turned to more meaningful performance measures than the number of arrests made or number of tickets given. They have started to focus on more outcome-oriented measures, like crime rates and customer satisfaction. They have also recently begun to review their performance-based pay system, so that it rewards officers when outcome measures show a positive change.

Applicable publications or source material: Austin publishes performance measures in quarterly performance reports and in its annual citizen survey report.

Awards received: B+ rating on Performance Measurement and Evaluation from Financial World magazine, March 14, 1995.

Contact 1: Charles Curry **Department/Office:** Budget Officer

Contact 2: Ken Williams **Department/Office:** Deputy Chief of Police

Address 1: Charles Curry **Address 2:** Ken Williams
124 W 8th Street Austin Police Department
#307 715 E. Eighth Street
Austin, TX 78701 Austin, TX 78701

Phone: (512) 480-5059 **Fax:** (512) 480-5279

Date this summary was prepared: 8/17/95

City: Boston, Massachusetts

Description: Eight years ago, Boston began to systematically collect performance measures. Two year ago, they took a step back and decided that they needed to focus on fewer, more important indicators. As part of this process they sponsored a two-day workshop for Department heads. The purposes of the workshop was two-fold: first, to train staff so that they were able to recognize and develop appropriate outcome measures; and second, to get staff to consider and then answer the question, what information about what we do is most important to the public? Fifteen departments now have solid performance measures and outcome-based reports. Moreover, performance measures are used to inform budget decisions, enhance accountability, flag potential problems, and track city priorities. Finally, as the focus on outcomes becomes more and more a part of the city's culture, the Office of Budget and Management is moving away from an enforcement role towards an advisory one - they no longer need to dictate key outcomes to departments. Instead, they work collaboratively with departments to define pertinent outcomes and measures.

Applicable publications or source material: Boston publishes performance measures as part of their budget and in an annual report.

Awards received: B+ rating on Performance Measurement and Evaluation from Financial World
<http://www.npr.gov/library/fedstat/24e6.html>

Managing Results: Initiatives in Select American Cities

4/16/97 10:54 AM

magazine, March 14, 1995.

Contact: Diane MacDonald **Title/Office:** Director, Office of Budget and Management

Address: Room 813 City Hall
1 City Hall Square
Boston, MA 02201

Phone: (617) 635-3870 **Fax:** (617) 635-3152

Date this summary was prepared: 8/18/95

City: Charlotte, North Carolina

Description: Twenty years ago Charlotte, with the help of a NASA engineer, instituted a system of management by objectives. Over time, however, the city realized that they were getting too caught up in the numbers and setting goals based only on what was readily measurable - they had lost the forest for the trees. So they decided to do two things: they decided to develop comprehensive business plans for each of their departments (the business plans include performance objectives) and they decided to set goals and performance measures based first and foremost on what was important to their customers.

In order to get public input, the city uses citizen satisfaction surveys, surveys of citizen priorities, and customer comment cards at department offices. Charlotte has also established a Customer Service Center: one-stop-shopping for citizens who have questions, who need to order work, or who have a problem to report - regardless of the city service or department involved. Information from these customer service mechanisms feeds back into the process in which performance measures are refined.

Applicable publications or source material: Charlotte publishes performance measures in their Balance Scorecard report, which is based on the balance scorecard model (this Harvard Business Review model reviews organizational performance along four dimensions - financial, customer service, internal management processes, and innovation and learning).

Awards received: National Human Resources award, public appearance and speaking invitations

Contact: Viola Alexander **Title/Office:** Budget Director

Address: Budget and Evaluation Department
600 East Fourth Street
Charlotte, NC 28202

Phone: (704) 336-2306 **Fax:** (704) 336-6644

Date this summary was prepared: 8/18/95

City: Cincinnati, Ohio

Description: The city council of Cincinnati, with input from the public, council members, and department heads, has identified 10 service delivery priority areas. Corresponding performance measures have also been developed. While the priority areas cut across department lines (e.g., community relations, economic development), the corresponding performance goals are department specific. In addition to the performance measures mentioned above, each department also identifies measures that are incorporated into their budget submission. Every other year, a citizens survey is conducted and the information collected helps inform both the city council and the city

Managing Results: Initiatives in Select American Cities

4/16/97 10:54 AM

administration about citizen priorities.

Because performance measurement has become an important part of the city's management strategy, training on developing appropriate outcome measures has been given to over 150 of the city's managers. As this training increases capacity, the city is upgrading the measures it uses so that they are fewer in number, but more meaningful in nature.

Applicable publications or source material: Cincinnati publishes performance measures in their biennial budget. They also publish several key measures as part of their annual Measures of Success report for the city council and the public. Finally, every other year, they publish the results of their citizen survey.

Contact: William Moller **Department/Office:** Acting Director

Address: Office of Research, Evaluation and Budget
801 Plum Street, Room 142
Cincinnati, OH 45202

Phone: (513) 352-6275 **Fax:** (513) 352-2458

Date this summary was prepared: 8/17/95

City: Cleveland, Ohio

Description: Cleveland has initiated a process of public self-examination called Rating the Region. It is an area-wide, civic equivalent of the benchmarking process that corporations are using to gauge critical elements of the productivity and effectiveness. The Citizens League of Greater Cleveland selected the Cleveland and Gund Foundations to assist in launching the effort. British Petroleum America provided \$80,000 in funds and provided expertise on how it uses benchmarking. BP America's counsel suggested the Citizen League set-up a steering committee, hold public conferences, survey residents by phone, and consider over 300 performance factors. Ultimately 89 indicators were selected. Comparable data was collected from 13 other cities. The Rating the Region process goes beyond providing comparisons of performance. It also lets the region plan and manage smarter.

Contact: City Hall **Title/Office:**

Address: City of Cleveland
601 Lakeside Avenue
Cleveland, OH 44114

Phone: (216) 664-2000 **Fax:**

Date this summary was prepared: 8/94

Note: information for this summary was obtained from the National League of Cities database. It is based largely on Taking the Measure of Cleveland, by Neal R. Peirce, as published in the Plain Dealer August 7, 1994.

City: Dallas, Texas

Description: Dallas employs an interactive and integrated approach to performance measurement with the predominate goal of making local government more customer-driven. Performance-based budgeting, strategic planning and a performance-based compensation system are all linked together and all focus on results.

During the annual budget process, departments identify primary services and detail appropriate input, output, efficiency, and outcome measures. Goals and objectives from the strategic plan are
<http://www.npr.gov/library/fedstat/24e6.html>

Managing Results: Initiatives in Select American Cities

4/16/97 10:54 AM

incorporated into the performance-based budgeting process where appropriate. This procedure allows for an informed assessment of budget impacts on service levels and facilitates the evaluation of city services. Major features from both the budget and strategic plan are linked to employee performance plans.

As part of a 1994 reengineering effort, the city created six Service Coordination Teams, covering different sections of the city. Each team is lead by an assistant city manager and is comprised of representatives from ten primary service delivery departments. The teams use biennial citizen surveys and neighborhood focus sessions to identify important citizen concerns and find permanent solutions to problems that fall outside those of day-to-day service delivery. The Teams are also empowered to develop service delivery partnerships with other government entities, non-profits, and the private sector, so that resources can be leveraged and service delivery strategies improved.

Applicable publications or source material: Dallas publishes performance measures as part of their budget.

Awards received: A- rating on Performance Measurement and Evaluation from Financial World magazine, March 14, 1995.

Contact: Mary Suhm **Title/Office:** Assistant City Manager

Address: 1500 Marilla Street
#4-EN
Dallas, TX 75201

Phone: (214) 670-5306 **Fax:** (214) 670-3946

Date this summary was prepared: 8/18/95

City: Kansas City, MO

Description: Kansas City is focusing primarily on outcome measures in the areas of code enforcement, fire services, police/corrections, and neighborhood services, but other departments are also attempting to develop outcomes for their services. In order to most effectively use resources, the City Council is also working on setting priorities and goals. The criteria is based on those areas that show the greatest potential for progress. Focus groups were conducted and several task forces were created to develop key performance goals. Additionally, the city has looked at the outcome measures of other communities to compare their performance and to identify effective practices.

Applicable publications or source material: Kansas City publishes performance measures in annual and quarterly reports that go to the city council. Quarterly reviews of program impacts will begin soon. They will also be available to the public.

Contact: Larry Brown **Department/Office:** City Manager

Address: 414 East 12th St.
Kansas City, MO 64106

Phone: (816) 274-2474 **Fax:** (816) 274-1245

Date this summary was prepared: 8/17/95

City: Long Beach, California

Description: While the city of Long Beach collects performance measures for many of its city services, they have targeted police services as a particular priority. Several years ago the city
<http://www.npr.gov/library/fedstat/24e6.html>

Managing Results: Initiatives in Select American Cities

4/16/97 10:54 AM

(facing rapid increases in violent crime and drug activities, coupled with low officer morale) was considering contracting out police functions to the county sheriff's office. Instead of going this route, the city and Police Department decided to try another approach. They developed and implemented a strategic plan incorporating goals and performance measures.

Through a series of customer surveys, the city obtained feedback on the things that were important to its citizens. Armed with this feedback, they created three visions for the city: people in Long Beach will feel safer, work together to solve community problems, and have a high level of respect, trust, and confidence in their Police Department. Strategies and performance measures for addressing these goals were then identified with the help of focus groups and department wide working groups.

Some of the performance measures Long Beach uses include: incidence of violent crime, incidence of gang-related violent crime, police response times, percent of citizens who feel safe in their community, and percent of citizens who rate the Police Department's performance as excellent or good. Long Beach is seeing improvement - violent crime went down 13% between 1993 and 1994. Gang related violent crime went down 26%. Response times are improving, citizens are feeling safer, and 61% of the public rate the quality of service good or better, versus 54% in 1993. (Note: information provided by Scott Bryant, Long Beach's Director of Strategic Management).

Applicable publications or source material: Long Beach publishes performance measures in an annual progress report for the Police Department. It includes sections covering the Department's vision, goals, measures of success, and next steps.

Awards received: Recognition by the local press.

Contact: Scott Bryant **Title/Office:** Director of Strategic Management

Address: 333 W. Ocean Blvd.
Long Beach, CA 90802

Phone: (310) 570-6888 **Fax:** (310) 570-7498

Date this summary was prepared: 8/18/95

City: Milwaukee

Description: In 1993, Milwaukee initiated an integrated strategic planning and budgeting system called System 94: Mission, Management, Service Delivery. The objectives of the system are to focus attention on longer time horizons, to shift the emphasis from departmental issues and needs to the needs of the city's residents, to give departmental managers more flexibility in devising strategies to reach their objectives, and to shift the performance emphasis from inputs to outcomes. Each department has developed a strategic plan that follows from the citywide strategic plan. These plans include outcome indicators, and are reviewed by the mayor before department budgets requests are prepared. System 94 guidelines limit the number of objectives and related outcomes to five per department so that only the most important outcomes are identified.

The established department outcomes are also incorporated into the city budget. During the annual budget review process, budget analysts assess whether department plans and objectives are consistent with the city plan and whether the links between activities, objectives, and spending are clear. Sixty-eight outcome-oriented objectives and indicators now replace 600 old performance measures and thousands of line items as principle units of analysis for the budget. (Note: information for this summary was taken from Mission, Management, and Service Delivery: Integrating Strategic Planning and Budgeting in Milwaukee, an article by Anne Spray Kinney to be published in the October edition of *Government Finance Review*.)

Applicable publications or source material: Milwaukee publishes performance measures in the annual Plan and Budget Summary.

Managing Results: Initiatives in Select American Cities

4/16/97 10:54 AM

Awards received: A- rating on Performance Measurement and Evaluation from Financial World magazine, March 14, 1995.

Contact: Anne Spray Kinney **Title/Office:** Director, Department of Administration

Address: City Hall
200 East Wells Street
Room 606
Milwaukee, Wisconsin 53202

Phone: 414-286-3828 **Fax:** 414-286-5058 **Email:** Akinne@CI.MIL.WI.US

Date this summary was prepared: 8/23/95

City: Oklahoma City, Oklahoma

Description: Oklahoma City's Budget Department began to investigate performance measures several years ago. Through literature reviews, discussions with other cities, and the ICMA, they developed sets of performance measures for a variety of their city services. About a year-and-a-half ago, Oklahoma City created a reinventing government task force that was tasked, in part, to review and assess those performance measures. The task force has been using neighborhood meetings to get both public input and support.

Performance measures are used to develop city priorities and as guideposts for resource allocation. They are also used for internal department improvement. For instance, the Police Department was able to justify the need for additional officers and their performance measures are providing early indications that a new focus on prevention is working. The city plans to do a yearly performance report as part of their State of the City report and hopes eventually to participate in some inter-city performance comparisons.

Applicable publications or source material: Oklahoma City has published a public safety performance report.

Contact: Joe Van Bullard **Title/Office:** Assistant City Manager

Address: 200 North Walker, Suite 302
Oklahoma City, OK 73102

Phone: (405) 297-2345 **Fax:** (405) 297-2570

Date this summary was prepared: 8/18/95

City: Philadelphia, Pennsylvania

Description: About two years ago Philadelphia began a city-wide initiative to develop performance measures. While the system created is still quite new, much progress has been made. Initially, the city budget office, which is taking the lead on the initiative, received primarily output measures from the departments, so it began talking to other cities and researching the literature to see what outcome measures existed. They took what they learned back to the department heads and began a deliberative process that focused on developing outcome-oriented measures that made sense to department staffs and were consistent with department missions.

Performance measures are now reported quarterly to City Council, the Financial Oversight Board, and the press. Additionally, they are included in the budget testimony of department heads. Three to four key measures per department are also incorporated into the city's five year plan. The city uses performance measures to document improvements for city council and the public, to help allocate resources, and as part of quarterly budget meetings with departments.

Managing Results: Initiatives in Select American Cities

4/16/97 10:54 AM

Applicable publications or source material: Philadelphia publishes performance measures in quarterly service reports, their five year plan, and in the budget testimony of Department heads. The city is also working on an annual *Mayors s Service Report* to the public, which they hope to distribute in October.

Contact: Rob Dubow **Title/Office:** Assistant Budget Director

Address: 1401 John F. Kennedy Blvd
Suite 1400 MSB
Philadelphia, PA 19102

Phone: (215) 686-6151 **Fax:** (215) 686-2625

Date this summary was prepared: 8/18/95

City: Phoenix, Arizona

Description: With an eye toward learning and improvement, Phoenix began working with results-oriented performance measures five years ago. Results are currently expressed in terms of 1) customer satisfaction, 2) responsiveness, 3) unit cost, and 4) mission. Phoenix places a high priority on customer input, and citizen focus groups have been created to get public feedback. A customer satisfaction survey is also conducted every two years. Finally, on a five-year rotating schedule, each department s mission and programs are given a top-to-bottom review by the budget office.

Presently, Phoenix is observing impacts in five departments that have incorporated results-oriented performance measures into their budget process. Other departments are using them for internal management and decision-making. They key to success, according to Phoenix managers, is developing a system that is flexible, allows for experimentation, and uses customer input when defining key outcomes.

Applicable publications or source material: Phoenix publish performance information in their annual budget. They are also working to incorporate them into monthly reports and the City s popular annual report.

Awards received: A rating on Performance Measurement and Evaluation from Financial World magazine, March 14, 1995.

Contact: Bob Wingenroth **Title/Office:** Deputy Chief Auditor

Address: 17 South 2nd Avenue, Suite 200
Phoenix, AZ 85003

Phone: (602) 262-6642 **Fax:** (602) 534-1533

Date this summary was prepared: 8/18/95

City: Portland, Oregon

Description: Portland has put in place a comprehensive performance measurement system. Important outcomes and corresponding measures are based on established missions and goals adopted by the city council in concert with the public. Public input is solicited through community forums, advisory committees, and a variety of citizen surveys conducted by the Office of the City Auditor, the Mayor s office, and several city departments.

The city publishes a *Service Efforts and Accomplishments* report which is used by city council to identify successes and potential problems. They also use it during the budget process.

Departments use performance information for internal management purposes. Performance

<http://www.npr.gov/library/fedstat/24e6.html>

Managing Results: Initiatives in Select American Cities

4/16/97 10:54 AM

information is audited by the Office of the City Auditor and is widely distributed to the public. In 1993 the city also embarked on a community benchmarks initiative when it joined forces with Multnomah County and formed the Portland-Multnomah Progress Board. This community-wide board is responsible for maintaining benchmarks that measure progress toward key goals. These goals and corresponding outcome measures cut across public, private, and jurisdictional lines of responsibility. The benchmarks initiative has become a magnet for collaboration as groups join forces to make changes in their community.

Applicable publications or source material: Portland publishes performance information through their annual *Service Efforts and Accomplishments* report. This year they have also developed a Report to Citizens containing high level financial statements, key financial trends, and select performance measures. Finally, the Portland-Multnomah Progress Board publishes an annual *Community Benchmarks* report.

Awards received: A rating on Performance Measurement and Evaluation from Financial World magazine, March 14, 1995.

Contact: Dick Tracy **Title/Office:** Director of Audits

Address: 1220 SW 5th Avenue
Room 120
Portland, OR 97204

Phone: (503) 823-4005 **Fax:** (503) 823-4459

Date this summary was prepared: 8/18/95

City: Savannah, Georgia

Description: Savannah first began measuring performance in 1973. Their Responsive Public Service Program (RPSP) measures and compares city service levels in various neighborhoods in the city so that improvement can be made. More specifically, the RPSP is used as a tool to determine city wide goals and objectives in the budgeting process, prepare capital improvement plans, identify strategies for improving levels of services, develop programs and plans for neighborhood improvements, facilitate multi-departmental responses, and evaluate improvements as objective are met.

Performance measures are developed through extensive studies, citizen survey, and citizen forums.

Contact: Henry Moore **Title/Office:** Assistant City Manager

Address: City of Savannah
PO Box 1027
Savannah, GA 31402

Phone: (912) 651-6520

Date this summary was prepared: 6/94

Note: information for this summary was obtained from the National League of Cities document entitled, Performance Measurement. A Tool for Policymakers.

City: Sunnyvale, California

Description: Sunnyvale has been doing this for a while. They first started instituting performance measures as part of city management in 1978. Over the years they have refined both their measures and how they use them. This review process now centers around three questions: are the identified
<http://www.npr.gov/library/fedstat/24e6.html>

Managing Results: Initiatives in Select American Cities

4/16/97 10:54 AM

outcomes appropriate, are the quality standards developed suitable, and are the measurement and tracking systems used the best ones?

Currently all eleven city departments measure outcome indicators. These indicators are an integral part the city's pay for performance system, through which managers receive bonuses and sanctions based on the outcomes their department achieve. The system is about incentives as reflected by the fact that about 50% of the city's managers receive annual bonuses and only 2-3% are sanctioned. Outcome measures are also an essential element of the city's planning process. The city council develops work plans consistent with the city's 20 year plan. The work plans identify priorities and relevant performance measures. During budget review these performance measures and others department measures are reviewed and assessed. In order to ensure that the system has integrity and is credible, Sunnyvale performs random performance measure audits on all their departments. The success of Sunnyvale's performance-based management strategy is apparent - the city has increased productivity more than 30% in the last six years, maintained low fees, and delivered excellent service with fewer staff than other comparable cities. According to Sunnyvale, the mechanics of identifying and collecting outcome measures gets much easier over time.

Applicable publications or source material: Sunnyvale publishes an annual performance report to the city council and an annual report card to the public.

Awards received: Presidential visit, GFOA awards, California Society of Finance Officers award, public appearance and speaking invitations

Contact: Amy Chan **Title/Office:** Assistant City Manager

Address: PO Box 3707
Sunnyvale, CA 94088-3707

Phone: (408) 730-7481 **Fax:** (408) 730-7699

Date this summary was prepared: 8/18/95

City: Virginia Beach, Virginia

Description: Virginia Beach develops its performance measures through two streams. In the first, the City Council holds a two-day retreat every year during which they develop several city-wide goals - big picture goals that they call destination points. Department heads then form teams that turns these into more concrete outcomes and action plans. In the second complimentary stream, Department heads, middle managers, and staff (who are trained to think in terms of outcomes) have been tasked with establishing two key objectives for the department and several corresponding measures. Virginia Beach has incorporated objectives and performance indicators into its budget and hopes in the future to report regularly on the progress they are making.

Applicable publications or source material: Virginia Beach publishes performance measures as part of their annual budget.

Contact: Dean Block **Title/Office:** Director, Management Services

Address: City Hall Building
Municipal Center
Virginia Beach, VA 23450

Phone: (804) 427-8234 **Fax:** (804) 426-5875

Date this summary was prepared: 8/18/95

City: Wichita, Kansas

<http://www.npr.gov/library/fedstat/24e6.html>

Description: Through an agreement with Wichita State University, Wichita tapped into the expertise of a professor in residence, who was located in the City Managers office full-time for a year. During that year department staffs received training on performance measurement and began to flush out key performance indicators. The departments had already been measuring performance to some extent, but they needed to focus their efforts and develop more tailored measures and system for collecting them. Departments are now refining their measures and doing a review to ensure they are useful. Community input is being solicited through Neighborhood Council meetings and documentation of frequently asked public questions.

Outcomes have become an integral part of city management. The city manager sets goals with his department heads, who in turn set goals with their staff. Within departments, performance measures are used to improve performance from year to year as well as to foster friendly competition between department teams. For instance the crew that does the best job sweeping streets, is rewarded and given special recognition. Similarly, police from various districts compete to see who provides the best response times.

Applicable publications or source material: Wichita publishes some performance measures as part of their annual budget. They hope to develop an annual performance report to the public in the near future.

Contact: Chris Cherches **Title/Office:** City Manager

Address: 455 N. Main Street
13th Floor, City Hall
Wichita, KS 67202

Phone: (316) 268-4351 **Fax:** (316) 268-4519

Date this summary was prepared: 8/18/95

4. A Snapshot of Performance Management Initiatives

5. Resources

Barrett and Greene, Capitol of Bad Management in *Financial World Magazine*, March 14, 1995.

Epstein, Paul D. *Using Performance Measurement in Local Government: A Guide to Improving Decisions, Performance and Accountability*. New York, NY: National Civic League Press, 1988.

Gay, William G. Benchmarking: Achieving Superior Performance in Fire and Emergency Medical Services. *MIS Reports* 25 (2): 1-23 Feb 1993.

Gore, Al. From Red Tape to Results: Creating a Government that Works Better & Costs Less. Washington, DC: National Performance Review, USGPO. September 7, 1993.

Stewart, Leslie S., et. al. *Where Do We Stand? The Use of Performance Measurement and Other Management Tools in North Carolina Local Government*. Raleigh, NC: North Carolina League of Municipalities, 1990.

Tigue, Patricia and Strachota, Dennis. *The Use of Performance Measures in City and County Budgets*. Chicago, Illinois: Government Finance Officers Association, 1994.

Articles in *Government Finance Review*, the magazine of the Government Finance Officers Association:

Managing Results: Initiatives in Select American Cities

4/16/97 10:54 AM

Operating and Capital Budget Reform in Minnesota: Managing Public Finances Like the Future Matters, by Laura M. King. February 1995.

Measuring Government Performance: Experimenting with Service Efforts and Accomplishments Reporting in Portland, Oregon, by Richard C. Tracy and Ellen p. Jean. December 1993.

Managing a Government Like a Business: The Sunnyvale System, by Amy Chan. April 1994.

GFOA's Financial Indicators Database: Benchmarking and Other Uses, in the COMPUTER CORNER section. December 1994.

Use of Performance Measures by GFOA Members, in the STATE OF THE ART section. December 1994.

Performance Auditing: Catalyst for Change in Portland, Oregon, by Richard Tracy. February 1988.

Improving Management and Services in Cities and Towns: Implementing Goals and Standards. Pittsburgh, PA: Coalition to Improve Management in State and Local Government, 1992.

Performance Measurement, A Tool for Policymakers. Washington DC: National League of Cities, May 1994.

Performance Measurement Guide. Washington, DC: US Department of the Treasury, Financial Management Service, 1993.

Public Management Magazine, Special Section on Benchmarks of Performance, September 1994.

Service Efforts and Accountability Information: Its Time Has Come. Government Accounting Standards Board, 1990.

Performance Measurement Information Exchange

City _____ State _____
Contact _____ Title/Office _____
Street Address _____ Zip code _____
Phone _____ Fax _____ E-mail _____

1. Does your city systematically collect output and/or outcome information?

☐ Yes. Please continue.
☐ No. Thank you, you need not complete this survey

2. Please check each of the areas for which your city is measuring outputs (e.g., number of arrests, number of building permits issued):

☐ airport management ☐ code enforcement ☐ economic development ☐ education
☐ employment training ☐ environment service ☐ fire services ☐ fleet/facility maintenance
☐ general management ☐ health services ☐ recreation/parks ☐ police/corrections
☐ sanitation ☐ social services ☐ streets/highways
☐ tax collection ☐ redevelopment/housing ☐ other
(list _____)

3. Please check each of the areas for which your city is measuring outcomes (e.g., decreases in the crime rate, satisfaction rate of building permit recipients):

Managing Results: Initiatives in Select American Cities

4/16/97 10:54 AM

☐ airport management ☐ code enforcement ☐ economic development ☐ education
☐ employment training ☐ environment service ☐ fire services ☐ fleet/facility maintenance
☐ general management ☐ health services ☐ recreation/parks ☐ police/corrections
☐ sanitation ☐ social services ☐ streets/highways
☐ tax collection ☐ redevelopment/housing ☐ other
(list _____)

4. Please describe the process your city used to identify what performance measures (i.e., outputs and outcomes) were important to collect. For instance, were focus groups held, was a task force created, etc?

5. How are the performance measures you collect used? (examples include: to inform city-wide management decisions, as part of the budget process, for internal department use).

6. Do you publish information on your performance in terms of the outcomes or level of outputs you achieve?

☐ No

☐ Yes. How do you publish them (i.e., annual report to citizens, etc.)?

7. Have you received any awards or recognition for the work you have done in the performance measurement arena?

8. Is there anything else we should know about? Please feel free to attach another page if you would like. Also, we welcome copies of any relevant documents.

Who We Are ||| Latest Additions ||| Initiatives ||| Customer Service ||| News Room ||| Accomplishments
||| Awards ||| "How To" Tools ||| Library ||| Web Links



Reinvention Comments

Technical Comments

Managing Results: Initiatives in Select American Cities

August 1995

Table of Contents

1. Introduction
2. Common questions asked about measuring performance
3. Performance management overviews in select American cities
4. A snapshot of performance management initiatives
5. Resources containing more information on performance management

1. Introduction

Citizens care about efficiently provided services - lower property taxes, safe neighborhoods, employment opportunities, clean air, attractive transportation alternatives, and a broad range of recreational opportunities...They care about results.

- Milwaukee Mayor John O. Norquist
May 11, 1992

We cannot achieve the goals of...cutting red tape, putting customers first, empowering employees to get results, and cutting back to basics... without a new approach to intergovernmental partnership in delivering services to the public.

- From *Strengthening the Partnership in Intergovernmental Service Delivery*, an accompanying report of the National Performance Review

Performance measurement has become the center of a substantial movement that is rethinking the way government operates. This movement is rooted in the experience and work of many government managers. At the core of it is the belief that now, more than ever, governments must focus on the results we achieve. Why? For at least three reasons:

- (1) It's good sense and good management. Performance measurement allows managers to focus organizational efforts, assess how they are doing, compare their performance to others, and identify opportunities for improvement.
- (1) It facilitates the efficient and effective use of resources. Performance measurement helps managers do their jobs better - it helps them better identify priorities, better allocate resources, and better manage tight finances.
- (3) It counters the growing tide of taxpayer skepticism. This skepticism can be best addressed by effectively communicating what government does. Systematically documenting and reporting performance in concrete terms allows governments to demonstrate how much they do, how well they do it, and when they are doing better.

Intergovernmental Grant Consolidation and Flexibility

4/16/97 10:49 AM

Technical Comments

Intergovernmental Grant Consolidation and Flexibility

4/16/97 10:49 AM

by the legislatively-established Tourism Policy Council (TPC) of all Federal tourism programs in an effort to develop a coordinated and comprehensive Federal tourism strategy. The TPC is comprised of the heads of 15 Federal Departments and agencies that are involved in travel and tourism. It is anticipated that by May 1994, the Council will submit a report to the Vice President which will address coordination and consolidation of activities. While current grant activity in support of tourism appears to be limited, it is plausible that the final strategy could call for consolidation of grant programs. In addition, USTTA and the Economic Development Agency are already cooperating in coordinating and administering disaster relief grants related to travel and tourism.

Federal Housing Administration --

Under HUD, FHA has established a series of working groups to explore transforming the mission of the agency as well as the way it does business.

In addition, HUD, with the assistance of Price Waterhouse, has reviewed two programs and established plans to completely restructure the public modernization programs and the FHIP using business reengineering to achieve increased efficiency.

[Who We Are](#) [|||Latest Additions](#) [|||Initiatives](#) [|||Customer Service](#) [|||News Room](#) [|||Accomplishments](#)
[|||Awards](#) [|||"How To" Tools](#) [|||Library](#) [|||Web Links](#)



[Reinvention Comments](#)

<http://www.npr.gov/library/fedstat/25ee.html>

Intergovernmental Grant Consolidation and Flexibility

4/16/97 10:49 AM

removing barriers in federal rules (or, in other words, a single point of contact approach); the coordination of planning with other departments on reducing violence; and, the establishment of better linkages among selected programs at the community level.

HUD is currently take steps to create better linkages across programs that are focusing on discrete elements of a related problem. For example, HUD has designed economic opportunity grants to compliment the family investment center initiative. Likewise, the allocation of child care services and apprenticeship funds have been coordinated with the overall strategy on the Jobs for Residents objective. HUD's homeownership strategy will also draw the necessary linkages between the National Homeownership Trust, the consolidated HOPE program, homeownership counseling and the traditional FHA insurance for single family homes.

HUD's Public Housing Modernization Regulations --

Public housing authorities will be given far more flexibility to administer funds that have been backlogged, partially because of burdensome regulatory requirements.

HUD's Five Component Reinvention Plan includes efforts for program consolidation and simplification, reorganization of field structure to simplify processes, revision of HUD Reform Act, and development of work measurement indicators for each program office.

Department of Commerce --

As a part of the NPR effort, the United States Travel and Tourism Administration (USTTA) is currently coordinating an extensive review

Intergovernmental Grant Consolidation and Flexibility

4/16/97 10:49 AM

opportunities to use transportation funding in a flexible manner.

DOT is also developing training courses in topics including public participation in transportation planning, systems planning, congestion management, and intermodal management systems. The Department is also preparing a video for metropolitan planning officials and a catalog of DOT supported training and outreach on transportation planning and programming. Other measures are also being taken to aid local officials in taking advantage of new opportunities.

HHS Workgroup --

The Department has established an ongoing workgroup comprised of staff offices and operating units to focus on improving customer services through service integration and other approaches to program innovation, comprehensiveness and Federal flexibility. With an initial focus on children/families and the aging, the workgroup is developing recommendations concerning: opportunities for consolidating application and reporting requirements for Federal programs; innovative criteria for evaluating coordinated or integrated service systems at the local level; model training programs for integrated or coordinated service staff at the local level; and, potential opportunities for compatible program eligibility requirements, program consolidations and/or organizational improvements.

In addition, other HHS activities include: the development of a continuing locus of assistance to state and local governments in

Intergovernmental Grant Consolidation and Flexibility

4/16/97 10:49 AM

collections compared to targets.

Cooperative Extension Service as a GPRA Lab --

The Extension Service currently conducts 7 base programs and 8 national initiatives. Four of the 8 national initiatives would form the pilot program. These are: (1) Communities in Economic Transition, including job, business, and market creation and increase in tourism; (2) Plight of young children, including fostering development of children in limited resource families and closing gaps in services to these families; (3) Decisions for health including childhood immunization and community health initiatives; (4) Food safety and quality, including reducing the incidence of food-borne illness. This pilot involves 1200 FTEs at the State and local levels.

DOL Waivers --

Labor is considering waivers of regulations pertaining to its programs in connection with state efforts to develop comprehensive school-to-work transition systems and to provide comprehensive employment and training services One-stop Career Centers. In addition, DOL will also consider regulatory waivers affecting its programs that deliver services in enterprise communities and empowerment zones.

DOT Training Summit --

The Department of Transportation is convening a training summit which will involve federal, state, metropolitan planning organizations, city, county, transit officials and others in understanding the

Intermodal Transportation Efficiency Act of 1991 which expanded
<http://www.npr.gov/library/fedstat/25ee.html>

Intergovernmental Grant Consolidation and Flexibility

4/16/97 10:49 AM

certification periods, and notice requirements. As well as providing State agencies with greater flexibility, many of the changes promote conformance with procedures in the Aid to Families with Dependent Children (AFDC) Program. The second rule, entitled Provisions on General Assistance Vendor Payments and Student Earnings from Pub. L. 103-66 and changes in Requirements for Anticipating Income and Reporting Changes, includes provisions that would simplify procedures for handling reported changes in household circumstances. Both rules are currently in clearance in USDA.

Business and Industry Audited Financial Statements --

The Rural Development Administration (RA) at the USDA has proposed, subject to final clearance, to relax the requirements for Business and Industry borrowers to furnish annual, audited financial statements. Currently, the regulations require audited statements from all borrowers, except seasoned loans, with a balance of \$100,000 or less. The proposal would allow RA to accept unaudited annual statements from new borrowers receiving loans not exceeding \$500,000. The proposal also will allow unaudited annual statements from all borrowers that have provided audits for three years, are current on repayment, and have a loan balance not exceeding \$1,000,000. This action will make the program more attractive and effective for small businesses.

Child Support Enforcement Program as a GPRA Lab--

This pilot program will collaborate with State and local governments in establishing and achieving performance goals related to establishment of paternity, court orders, cases in payment, and

Intergovernmental Grant Consolidation and Flexibility

4/16/97 10:49 AM

INTERGOVERNMENTAL GRANT CONSOLIDATION AND FLEXIBILITY

SUMMARY OF AGENCY ACTIONS

ACCOMPLISHMENTS:

Legislation Enacted

Empowerment Zones and Enterprise Communities -- The Omnibus Reconciliation Act of 1993 (P.L. 103-66) includes a new grant program under Title XX of the Social Security Act for the establishment of empowerment zones and enterprise communities. This initiative is designed to revitalize communities through both economic and human development using bottom up (community level) comprehensive and collaborative strategic planning. Grants and tax incentives will be provided to 105 communities (9 empowerment zones and 95 enterprise communities) in urban and rural areas who demonstrate economic distress. By a Presidential Directive issued September 9, 1993, the President established an interagency Community Enterprise Board, chaired by the Vice President, to oversee the initiative. Through this board, for which the President's Assistants for economic and domestic policy serve as vice-chairs and heads of key Federal Departments serve as members, communities will be given broad flexibility and assistance in coordinating and integrating services

Intergovernmental Grant Consolidation and Flexibility

4/16/97 10:49 AM

in the target areas.

The Goals 2000: Educate America Act --

Goals 2000, P.L. 103-227, has been established to improve learning and teaching by providing a national framework for education reform; to promote the research, consensus building, and systemic changes needed to ensure equitable educational opportunities and high levels of educational achievement for all students; to provide a framework for reauthorization of all Federal education programs; and, to promote the development and adoption of a voluntary national system of skill standards and certifications, as well as for other purposes.

The Act contains measures for systemic educational reform using both top-down and bottoms-up strategies. State and local educational agencies are encouraged to develop comprehensive improvement plans that will provide a coherent framework for the implementation of reauthorized Federal education and related programs in an integrated fashion. States may receive an allotment of funds for systemic improvement efforts and must submit a State Improvement Plan after its first year of funding. The Secretary has been given authority to waive Federal statutory and regulatory requirements to enhance flexibility in the implementation of systemic improvement plans.

In addition, Goals 2000 establishes six flexibility demonstration projects under the "Education Flexibility Partnership Demonstration Act". Under this demonstration, States can apply for designation as one of the six "Ed-Flex Partnership States" which would give them the authority to waive any statutory or regulatory requirement applicable to any program or Act as described in the law without

Intergovernmental Grant Consolidation and Flexibility

4/16/97 10:49 AM

seeking approval from the Department of Education. States will be eligible for designation if they have prepared an improvement plan, have waived State statutory and regulatory requirements for the local authorities within the demonstration area, and have established performance measures for ensuring accountability to outcomes in the improvement plans.

Resource Conservation and Recovery Act Strategic Management Framework (RCRA) -- EPA's RCRA governs the disposal of solid waste. Beginning in 1992, the RCRA program established a flexible process for allocating RCRA permitting funds. States and EPA prioritize among the facilities that they want to permit using a numerical ranking system called the Priority Ranking System. If certain facilities of concern to the state do not fall within the high-priority ranking, states have the option of "bumping them up" by demonstrating that permitting these facilities would be of considerable environmental benefit such as providing new capacity or demonstrating a new technology, cross-media approach, or waste minimization method. An additional 15% of all state facilities may be moved into the high-priority rank if they are of particular concern to the public or the state. The RCRA enforcement program uses a similarly flexible program called RIP FLEX (RCRA Implementation Plan Flexibility).

Job Training Partnership Act (JTPA) Amendments --

These amendments give states discretion to establish State Human Resource Investment Councils (HRIC) to coordinate Federal human resource assistance programs. The amendments also create a new youth-focused title (Title IIC) that enhances state flexibility and

Intergovernmental Grant Consolidation and Flexibility

4/16/97 10:49 AM

encourages greater state innovation to find effective ways to increase youth employment and earnings.

Mickey Leland Hunger Prevention Act --

This bill contained several provisions to improve the conformity of certain Food Stamp Program rules with Aid to Families with Dependent Children Program rules. These provisions were to:

- o Exclude non-title IV educational assistance.
- o Exclude from income determination up to \$50 in child support for all FSP households.
- o Increase the Employment and Training Program (E&T) dependent care reimbursement limits to \$200 for children under age 2 and \$175 for all other children.
- o Increase the dependent care deduction caps to \$200 for children under age 2 and \$175 for all other dependents.
- o Allow States the option to increase the E&T participant reimbursement cap for expenses other than dependent care above a minimum of \$25.

Congress enacted the Mickey Leland Childhood Hunger Relief Act. The Act adopted the Mickey Leland Hunger Prevention Act provisions to increase the E&T dependent care reimbursement limits and dependent care deduction caps.

Childhood Immunization --

Enacted in 1993, the President's Vaccines for Children program, which

<http://www.npr.gov/library/fedstat/25ee.html>

Intergovernmental Grant Consolidation and Flexibility

4/16/97 10:49 AM

guarantees low-income children access to free immunizations against preventable diseases, gives states the flexibility and responsibility for managing vaccine purchases and distribution, recruiting providers, enhancing the immunization infrastructure, and implementing outreach strategies.

Family Preservation and Support Act --

The Family Preservation and Support Program will provide approximately \$1 billion to states over the next five years to provide services to families in efforts to keep families intact. HHS is implementing the new program to provide maximum flexibility to states and local communities in how they design and carry out family preservation activities. HHS has been collaborating with State officials on the Federal guidance for this program.

Intermodal Surface Transportation Efficiency Act (ISTEA) --

ISTEA has provided local and State decisionmakers with unprecedented flexibility in the development of transportation investment strategies which meet both regional and community goals and objectives. Based upon the needs identified through ISTEA's enhanced, multimodal transportation planning process, State and local authorities may now 1) use certain highway funds for appropriate transit purposes, and vice versa; 2) fund non- traditional "enhancement" projects such as pedestrian and bicycle facilities, the preservation of historic areas and buildings; and 3) through the \$6 billion Congestion Mitigation and Air Quality Improvement program, develop projects and programs which reduce transportation-borne pollutants and provide relief to congested roads and highways. Since <http://www.npr.gov/library/fedstat/25ee.html>

Intergovernmental Grant Consolidation and Flexibility

4/16/97 10:49 AM

ISTEA became effective, the States have obligated over \$954 million flexibly, that is, transferring highway dollars to transit.

Furthermore, ISTEA fosters economic and community development by requiring that land-use, social equity, and environmental concerns be incorporated into the transportation planning process and that the general public have a much stronger voice in transportation investment decisionmaking.

The HUD Demonstration Act (P.L. 103-120) --

This Act authorized three program initiatives that will test new ways of providing affordable housing and rebuilding our communities. They include the National Community Development Initiative, the Innovative Homeless Fund, and Pension Fund Leveraging.

NCDI --

The National Community Development Initiative has been instrumental in increasing the capacity and reach of community development corporations (CDCs) which today develop and manage a significant portion of the low-cost housing portfolio. HUD's investment of \$20 million matches \$66 million in philanthropic funds, all of which, in turn, is leveraged at the local level to support housing and community development.

Innovative Homeless Fund --

Congress appropriated \$100 million for the Innovative Homeless Fund. This highly flexible fund will permit HUD to undertake comprehensive initiatives with cities that commit to addressing the full continuum of care.

<http://www.npr.gov/library/fedstat/25ee.html>

Intergovernmental Grant Consolidation and Flexibility

4/16/97 10:49 AM

Pension Fund Leveraging --

Congress appropriated \$100 million to the Community Investment Demonstration project to foster affordable housing partnerships with the AFL-CIO and other pension funds, leveraging billions of dollars in private investment.

Unemployment Insurance Flexibility --

NAFTA legislation gives states the option to establish self-employment assistance programs as part of the State UI system.

The Human Services Amendments of 1994, P.L. 103-252, signed by the President on May 18, 1994, created the Community-Based Family Resource Program by consolidating four HHS programs: the Family Resource and Support Program; Emergency Child Protective Services Grants; the Child Abuse Community-Based Prevention Program; and the Child Abuse Prevention and Treatment Act (CAPTA). The purpose of the new consolidated program is to assist each state to develop and implement, or expand and enhance, a comprehensive, statewide system of family resource services through collaboration with existing education, vocational rehabilitation, health, mental health, employment and training, child welfare, and other social services agencies within the state.

Regulatory Changes

User Fees for Export Certification --

In July 1993, the Animal and Plant Health Inspection Service (APHIS)
<http://www.npr.gov/library/fedstat/25ee.html>

Intergovernmental Grant Consolidation and Flexibility

4/16/97 10:49 AM

at USDA amended regulations to provide an alternative method of calculating the fees States may charge when they issue Federal phytosanitary certificates. Now, states may calculate fees on a "cost-per- certificate" or "cost-per-hour" basis.

Postentry Quarantine --

In July of 1993, the Animal and Plant Health Inspection Service (APHIS) at USDA amended regulations requiring postentry quarantine for certain imported plants. The amended regulations limit the importation of some plants unless they are destined for States that have signed an agreement with APHIS to inspect and monitor postentry quarantine sites and to supervise and enforce importer compliance with postentry quarantine requirements. APHIS made several changes to the proposed rule to more clearly recognize State enforcement authority.

Rural Business Enterprise Grant --

Noting that small, rural businesses require technical assistance as well as capital to start or keep the enterprise viable, the Rural Development Administration at USDA responded by changing regulations in the Rural Business Enterprise Grant to allow recipients to use a large portion of the grant on technical assistance.

Changes to WIC Regulations --

The Food and Nutrition Service (FNS) at USDA increased flexibility to States through numerous regulations.

o FNS published a Women Infant and Children (WIC) regulation

Intergovernmental Grant Consolidation and Flexibility

4/16/97 10:49 AM

giving additional flexibility to States in mailing food instruments to WIC participants.

- o FNS published a WIC regulation permitting recipients of Medicaid, Food Stamps, and Aid to Families with Dependent Children (AFDC) to be deemed automatically income eligible for WIC.

- o FNS published a WIC regulation permitting an individual to be deemed automatically income eligible for WIC if a family member receives Medicaid, Food Stamps, or AFDC.

- o FNS published a WIC regulation giving additional flexibility to States in documenting nutrition education contacts to participants.

Also, FNS issued a formal instruction permitting additional flexibility to States for use of WIC funds to purchase, renovate, and repair WIC clinic facilities.

Commodity Distribution Reform Final Regulations --

The Food and Nutrition Service (FNS) at USDA has adopted regulations that provide states and local areas flexibility in three ways:

- o Accommodate State computer systems by allowing several options for selecting commodity value;

- o Permit States to make less frequent than monthly commodity deliveries to local organizations when requested; and

- o Extend the time frame for States to report commodity losses

Intergovernmental Grant Consolidation and Flexibility

4/16/97 10:49 AM

to FNS.

Meal Supplements Regulation --

This regulation authorizes reimbursement under the National School Lunch program for meal supplements served in after-school care programs operated by schools that were participating in the Child and Adult Care Food Program as of May 15, 1989.

The Food Stamp Program Management Evaluation System --

In 1993, the Food and Nutrition Service at USDA significantly changed the Food Stamp Program Management Evaluation System to give greater flexibility to State agencies. Previously, the National Office established priority areas for the Food Stamp Program and mandated that these areas be included in the States' reviews of local office operations. In 1993, the National Office listed National areas of concern and each State agency was given the opportunity to work with the FNS Regional Office to select those areas that were appropriate for review in each individual State.

Revamped Commodity Allocation Procedures --

The Food and Nutrition Service at USDA has revamped commodity allocation procedures in The Emergency Food Assistance Program to permit States to select those products which best serve their needs.

Consolidation of Talmadge-Aiken and Cross Utilization Inspection

Programs -- The Food Safety and Inspection Service (FSIS) at USDA has allowed State agencies that participated in the Cooperative Inspection Program and that dedicated less than 10 staff years to Federal inplant inspection to convert their Talmadge-Aiken program to

Intergovernmental Grant Consolidation and Flexibility

4/16/97 10:49 AM

a Cross Utilization Program. Those State agencies that have converted will administer only one of these programs instead of two.

Legislative Proposals

HR 820, National Competitiveness Act of 1994 --

The National Competitiveness Act of 1994 passed by the Senate (as S4) on March 16, 1994, waiting for conferees to be named. Includes (as Title XI) the "Local Empowerment and Flexibility Act of 1994" This legislation establishes a pilot program (maximum of 30 communities in maximum of 6 states) to empower and provide communities the flexibility to integrate programs and program funds across existing Federal assistance categories. Localities must develop a local flexibility plan which includes, among other things, specific goals and measurable performance and a system for the comprehensive evaluation of the impact of the plan on the participants, the commun

Board authority to waive any requirements applicable under Federal law necessary for the implementation of local flexibility plans.

Conferees have been named in the Senate but have not yet been named in the House.

Department of Education Report to Congress --

The Department of Education submitted a report to the House Appropriations Committee in response to a request that the Department review the feasibility of consolidating programs which serve the same populations and are directed toward the same outcomes. The

Intergovernmental Grant Consolidation and Flexibility

4/16/97 10:49 AM

report and recommendations are to be considered in the context of Congressional Action on legislative proposals (described below) and the FY 1995 budget.

The Improving America's Schools Act --

This reauthorization proposal provided DoEd the opportunity to weigh the benefits of continuing its elementary and secondary programs and to propose consolidation and termination where appropriate. The Act proposes to: consolidate the National Diffusion Network and the various technical assistance centers in elementary and secondary education into a single network of ten regional centers; consolidate the Eisenhower Mathematics and Science Education program and the Chapter 2 State Grants program into the Eisenhower Professional Development program; consolidate the Drug-Free Schools and Communities Act and the Safe Schools Act into a Safe and Drug-Free Schools program; and, consolidate the current Immigrant Education program into the Bilingual Education authority which would create a targeted discretionary grant program for school districts heavily affected by immigration instead of the current formula grant program.

The reauthorization of Improving America's Schools Act of 1992 is also calling for the discontinuation of a list of the elementary and secondary programs mentioned in the NPR report, including Education for Native Hawaiians, Foreign Languages Assistance, Territorial Teacher Training, Ellender fellowships, the FIRST program, Educational Partnerships, General Assistance to the Virgin Islands, Law-Related Education, Dropout Prevention Demonstrations, Civics Education, and the payments made under sections 2, 3(b), and 3(e) of

Intergovernmental Grant Consolidation and Flexibility

4/16/97 10:49 AM

the P.L. 81-874, the Impact Aid maintenance and operations statute.

In addition, a number of other funded and unfunded program authorizations would also be terminated. Authority to carry activities in areas now funded under certain of these programs, such as foreign languages education and school recognition, would be included in the authorization for the Fund for the Improvement of Education, a broad discretionary program.

This bill also includes additional provisions that would allow consolidated activities. For example, it would allow both state and local educational agencies to submit consolidated plans -- rather than a separate plan for each program -- in order to present a single, comprehensive strategy for moving the state or community toward achievement of the National Education Goals.

In addition, the bill would permit Title I schoolwide programs to incorporate funding from other programs, so that children attending high-poverty schools can benefit from a cohesive educational program rather than receiving separate, often disconnected, categorical services.

School-to-Work Opportunities Act --

As proposed to Congress, this joint initiative of the Departments of Labor and Education gives broad discretion in planning and implementing state-wide school- to-work transition systems. DOL, in coordination with DoEd, has awarded grants to each State to develop plans for bridging the gap between efforts of the State and local entities to provide services to youth in their transition school to work.

<http://www.npr.gov/library/fedstat/25ee.html>

The Reemployment Act --

As part of the FY 95 budget, DOL has proposed a new Workforce Security Act that will combine and expand six DOL programs for dislocated workers. The expansion dollars are based on savings from the elimination of several programs proven ineffective.

Worker Adjustment Career Centers (WACC) and One-stop Career Centers -

- As proposed in the Reemployment Act, states would have the discretion to designate the number of WACC and One-stop career centers and the geographic areas they cover in the state. In the case of One-stop career centers, states have the discretion to determine what programs in addition to JTPA programs will be included under the one-stop umbrella. States also have the option of providing dislocated worker services through WACCs or One-stop Career Centers.

Health Care Reform --

Under the President's health care reform proposal, the Health Security Act, states will play a crucial role in assuring quality health services for all Americans. Within a broad federal framework, states will have substantial flexibility to design and implement their overall health care strategy; establish health alliances; certify accountable health plans; monitor the quality of and access to care; implement insurance and malpractice reforms; and design and administer a home and community-based long-term care program. The Health Security Act would also provide federal assistance to states in restructuring their public health systems.

Intergovernmental Grant Consolidation and Flexibility

4/16/97 10:49 AM

HUD's 1994 Legislation and FY 1995 Budget --

This proposed legislation and budget will dramatically transform the way key departmental programs are authorized and administered.

HUD is the locus of the Federal Government's efforts to reduce homelessness. A reorganized McKinney program will provide a "continuum of care" for homeless persons through coordinated grants, rental assistance and a food and shelter program.

The Department has begun an intensive effort to redesign the Nation's most distressed public housing. Public housing modernization and revitalization of distressed public housing programs will be restructured to give public housing authorities greater flexibility to use Federal funds and greater ability to leverage other public- and private-sector resources in support of their goals.

HUD's community empowerment programs were redesigned to provide the flexibility necessary to address local needs and provide others the tools and resources they need to carry out their strategies.

Community Development Block Grant (CDBG) remains the most flexible community-building tool. The President's Empowerment Zone Initiative will provide grants for a range of activities at local discretion.

The Neighborhood LIFT Initiative is a new project-based grant-loan program to promote and leverage private investment in retail, commercial, or mixed-use development projects in distressed areas.

The Community Viability Fund is a new flexible fund designed to build the organizational capacity of community-based groups and institutions to conduct strategic planning and support the design and

Intergovernmental Grant Consolidation and Flexibility

4/16/97 10:49 AM

development of public amenities.

National Transportation System --

The Department of Transportation has formulated the National Transportation System, a planning device that will emphasize the interconnectedness of the Nation's transportation facilities. An illustration of how this will work is found in the Department's proposed reauthorization of the Federal Aviation Administration's programs. In this reauthorization, DOT has proposed a more flexible approach to integrated airport system planning. This approach will allow regional planning organizations to consider non-airport components of the transportation system, provided that airport users would benefit from these components.

The Department of Transportation has also proposed to eliminate grant programs for rail freight and for boating safety.

Pilot Projects and Waivers

Multi-year Grant Pilots -- EPA has awarded two multi-year pilot projects for the water quality program whereby states receive waivers from the regulatory requirement to submit annual grant applications.

The intent is to streamline the grants process and reduce the administrative burden on the States. As part of the pilots, EPA prepares a two-year program guidance. State and Federal program managers have face-to-face negotiations, and a conflict resolution process is established.

Intergovernmental Grant Consolidation and Flexibility

4/16/97 10:49 AM

Plant Protection and Quarantine Service --

In August 1993, the Animal and Plant Health Inspection Service (APHIS) at USDA established a reinvention laboratory to enhance plant protection and quarantine service delivery through decentralization in the Southeastern Region of the United States. The project involves eliminating the Assistant Regional Director layer of hierarchy and empowering State Plant Health Directors to carry out their functions in the most effective manner. Elements of the lab include involving State and local officials in the planning and evaluation of programs and integrating selected State and Federal Programs.

Employment and Training Cooperative Agreements --

USDA has entered into cooperative agreements with five State agencies to test improved conformance between the Food Stamp Employment and Training Program (E&T) and the Job Opportunities and Basic Skills Program for AFDC participants. It is hoped that the project will improve consistency and cooperation among employment and training programs, reduce costs, eliminate barriers to appropriate services, and enhance current E&T activities. The demonstrations will operate for up to four years.

Distance Learning and Medical Link Program and Economic Development Grants -- The Rural Electrification Administration (REA) at USDA has two grant programs. One grant program, the Distance Learning and Medical Link projects, brings medical and educational services to rural areas through telecommunications. The other grant program, Economic Development Grants, provides revolving funds for local rural

Intergovernmental Grant Consolidation and Flexibility

4/16/97 10:49 AM

economic development projects. Both programs encourage applicants to combine these grants with other funding programs by giving priority consideration points for such combining.

The Food Stamp Program Waivers --

The Food Stamp Program (FSP) at USDA approved 153 waiver requests in FY 1993. The waivers provide State agencies with greater flexibility in administering the program. Waivers were approved in such areas as recertification, length of certification periods, interview requirements, issuance, quality control procedures, and application requirements. The FSP also has granted a waiver in the area of nutrition education that would allow Federal match of alternate funding sources that will enhance the State agencies efforts at developing nutrition education plans. In addition, the FSP approved waivers for the New York, Oregon, and Arkansas State agencies allowing them to implement a new type of reporting system known as quarterly reporting. Under quarterly reporting, participating households report changes in their circumstances on a quarterly basis. The new reporting system helps to alleviate State agencies' workloads while also insuring that they have accurate information about their caseloads.

Food Stamp Waivers --

In the past year, USDA has approved Food Stamp waivers as part of welfare reform demonstrations in 13 States. The waivers enable states to coordinate their experimentation with the policies of both AFDC and Food Stamps. Approved waivers affect income disregards, resource exclusions, and the cashing out of food stamp benefits.

Intergovernmental Grant Consolidation and Flexibility

4/16/97 10:49 AM

The Goals 2000: Educate America Act, the Improving America's Schools Act, and the School-to-Work Act all contain provisions to permit States and localities to obtain waivers from Federal statutory and regulatory requirements where they can show that those requirements impede the education reform process and when they have a plan in place for achieving better educational outcomes for all students.

Statewide Health Reform Experiments --

HHS has approved waivers allowing five states to conduct major statewide experiments, including OR, HI, RI, TN, and KY.

Medicaid Program Waivers for Home and Community Based services (HCBS) and Freedom of Choice (FOC) programs in HHS --

HCBS waivers permit states to expand non-institutional long-term care services to Medicaid recipients. FOC waivers enhance states' ability to implement managed care programs and has made special efforts to assist states which have not had substantial experience with managed care. HHS is working with The National Governors' Association to strengthen these waiver processes.

State Welfare Reform Experiments --

HHS has approved numerous welfare waiver packages that provide considerable flexibility to states in designing welfare demonstration projects. HHS has approved 7 state packages in 1993 with several more expected to be approved in 1994.

Public Health Service Research Demonstration for Community Services Network --

HHS' PHS is conducting a demonstration project through the Office of
<http://www.npr.gov/library/fedstat/25ee.html>

Intergovernmental Grant Consolidation and Flexibility

4/16/97 10:49 AM

Disease Prevention and Health Promotion for the purpose of learning how contemporary computer and communication technologies can support and enhance the coordination of health and human services at the community level. Called the Community Services Workstation, the project is underway in D.C. to test the use of advanced information technology as a tool to assist community-level collaboration.

HOPE 6 --

Hope 6 or the Urban Revitalization Demonstration Program (URD) was created for the purpose of revitalizing severely distressed or obsolete public housing developments in the 40 most populous U.S. cities. The program allows the flexibility to provide complex packages of physical improvements and supportive services. Resources will be available to provide job-training, literacy training, day care, youth activities, health services, community policing and drug treatment. Participating housing authorities must also establish a community service program, such as youth conservation corps or school-based service programs like literacy training. Housing authorities were given the greatest degree to flexibility to redesign distressed developments, by seeking participation from local and State governments, neighborhood organizations, businesses, non-profits, social service providers and residents.

Comprehensive Cities Program --

In FY 1994, the Department of Justice will initiate a comprehensive crime control/community mobilization program in five or six cities across the country that will involve comprehensive planning and

Intergovernmental Grant Consolidation and Flexibility

4/16/97 10:49 AM

improved intergovernmental relationships. Under this program, cities faced with high rates of drug and violent crime will develop a comprehensive strategy for crime and drug-control which requires the police and other city agencies to work in partnership with the community to address crime and violence-related problems and the environment which fosters them. Each strategy must include a jurisdiction-wide commitment to community policing, coordination among public and private agencies, and efforts to encourage citizens to take an active role in problem solving.

Reinvention Activities in Atlanta, GA--

The Atlanta Federal Executive Board, in cooperation with the regional Social Security Office, the National Treasury Employees Union, Georgia Department of HHS, Georgia State University, and the Atlanta Project is implementing a pilot project for a common access application for AFDC, Food Stamps, WIC, Medicaid, SSI and Housing Assistance. The application will eliminate the collection of unnecessary information and allow the agency "intake" worker to make the eligibility determination without additional interviews. This initiative will provide one-stop customer service and reduce the paper application from more than 50 pages to 8. The pilot will be introduced in a local community center with staff from the Atlanta Project and volunteers trained to assist all applicants in completing the form and explaining the programs for which they qualify. A customer survey will be conducted at the end of March to determine customer satisfaction and agency efficiency with this one-stop shopping program. Future plans are for the common access application forms to be available in all community centers as <http://www.npr.gov/library/fedstat/25ee.html>

Intergovernmental Grant Consolidation and Flexibility

4/16/97 10:49 AM

well as offices of each of the participating agencies.

The Alamo Federal Executive Board Reinvention Lab --

The FEB for San Antonio, TX has been designated as a reinvention lab to highlight and assist their efforts to facilitate cooperation among federal and local government agencies. The Alamo FEB is working to remove unnecessary regulations and red tape and to improve internal operations so that intergovernmental employees may work together as partners to create flexibility and to solve problems in the community.

Federal Highway Administration --

DOT's Federal Highway Administration has successfully tested the use of an electronic signature to speed part of its grant delivery process and is expanding the program to additional phases of grant delivery and to all the administrative processes for opportunities to eliminate and modify current requirements.

Advisory Commission on Intergovernmental Relations (ACIR) ISTEA study

-- The Department of Transportation (Federal Highway Administration) is working with ACIR to perform case studies of approximately 12 Metropolitan Planning Organizations (MPOs) to be completed by December 1994 with conclusions about the capacity of MPOs to carry out the expanded responsibilities given to them by ISTEA.

ACIR's Study on the Impacts of Federal Mandates and Regulations on Effective Schools --

The Department of Education has funded ACIR to conduct a study in

<http://www.npr.gov/library/fedstat/25ee.html>

4/16/97 10:49 AM

Page 23 of 39

Intergovernmental Grant Consolidation and Flexibility

4/16/97 10:49 AM

rail system. Certain passenger car construction standards differ between the U.S. and Canada which, without waivers, would have prevented even temporary operation in California.

Forest Service --

The Forest Service at USDA has allowed its State and Private Programs area to allow state agencies to consolidate annual programs into one cooperative agreement or grant and to receive consolidated payments.

The Rural Development Administration (RA) --

RA and the National Rural Development Partnership (NRDP) at USDA have undertaken several efforts to be more flexible and responsive to the needs of rural communities across the United States.

o Noting that rural entrepreneurs seeking federal and state assistance for small businesses faced a mountain of forms asking for similar information, the Kansas State Rural Development Council of the NRDP worked together with federal and state agencies to create a single loan application.

o Frustrated local development officials complained that the audit costs for modest-sized loans received from RA Community Facility were too high, the South Dakota State Rural Development Council asked RA for relief. RA responded and waived audit requirements on smaller loans, saving rural communities \$400 million nationwide.

Inter-Agency Action

Intergovernmental Grant Consolidation and Flexibility

4/16/97 10:49 AM

Employment and Training Administration (ETA) --

DOL's ETA has accomplished and embarked on a number of joint funding efforts with several Federal agencies to eliminate duplication of efforts thereby increasing the availability of resources to States through single funding actions. Where legislation provided flexibility in the award of certain grants, ETA was instrumental in working jointly with the Departments of Education, Justice, Defense, HUD and Transportation in the planning, funding and award of grants to state and local entities. Specific examples include Defense Conversion, Skill Standards, Youth Fair Chance, and School-to-Work initiatives.

Defense Conversion --

DOL works with DOD in awarding grants to areas with significant numbers of base closures. These grants are designed to provide retraining and/or employment services to individuals displaced as a result of these base closings. Through coordination efforts, DOL and DOD have eliminated the requirement for grantees to report to both departments on performance activity.

Pacific Northwest Economic Adjustment and Community Assistance

Response -- The Rural Development Administration (RA) at USDA played a major role in preparing the Pacific Northwest Economic Adjustment and Community Assistance Response, a step that became necessary as a result of Federal action to curtail harvesting of old-growth timber in certain areas of the Pacific Northwest. Eleven federal departments and agencies, including the White House, are involved in the public/private sector effort to develop a financial plan to

<http://www.npr.gov/library/fedstat/25ee.html>

Page 25 of 39

Intergovernmental Grant Consolidation and Flexibility

4/16/97 10:49 AM

Stockyards Administration's (P& SA). P& A relies heavily on State and local weights and measures jurisdictions to provide tests and reports on subject scales under cooperative agreements. P& A personnel are certified to provide training on testing of livestock and monorail scales under a national training program of the National Conference on Weights and Measures. P&SA personnel conducted three training programs for State weights and measures officials this past year and will conduct at least two this year, one of which will be customized to meet the needs of a particular State. This program provides specialized training to State weights and measures officials that would not otherwise be available.

Revisions to the Advance Planning Document Process --

The Food and Nutrition Service (FNS) at USDA has been meeting with a joint Federal-State policy group to revise the Advance Planning Document (APD) process. The initial effort is to focus on provisions which may be changed without regulatory action. Included in the proposed changes is the suggestion to increasing the dollar threshold for Federal approval. This proposal will eliminate federal involvement in minor systems changes that normally are not a problem, but which require staff resources to produce, review, and approve the outlays.

The Food Stamp Program (FSP) at USDA has drafted two proposed rules that would simplify current regulations and increase State agency flexibility in administering the FSP. The first rule, entitled Simplification of Program Rules, proposes changes in the areas of recertification, standard utility allowances, residency, length of

Intergovernmental Grant Consolidation and Flexibility

4/16/97 10:49 AM

This project will involve intergovernmental collaboration and partnership.

Community Planning and Development --

HUD is developing a strategy to consolidate seven separate community planning and development plans that state and local jurisdictions are required to prepare. The development process is highly inclusive and involves recipients from around the nation.

HUD's Public and Indian Housing has formed working groups with industry to accomplish a number of objectives including the review of statutes and regulations to consolidate and enhance flexibility.

Multi-Purpose Water Grant Provision in the Clean Water Act --

The Administration is considering incorporating grant flexibility into the reauthorization of the Clean Water Act (CWA). States adopting a watershed approach to water quality management would be able to apply for the various grants available under the CWA using a single, integrated application. States would prepare an integrated workplan to use the multi-purpose grant which would include defined outputs and commitments, however, the States would have the latitude of applying these funds to their highest- risk problems.

USDA has begun negotiations with the Department of Treasury to provide States an opportunity to include direct Federal payment programs in their Electronic Benefit Transfer systems.

Weights and Measures Training at USDA --

Scale accuracy is of paramount importance to the Packers and

Intergovernmental Grant Consolidation and Flexibility

4/16/97 10:49 AM

INITIATIVES AND ACTIONS UNDERWAY:

Cross-medial Flexibility for Improved Environmental Performance --

The Internal EPA Performance Review has put forth a recommendation that the Agency approve state and local pilot projects to demonstrate cross-media flexibility for improved environmental performance. In exchange for a certain degree of flexibility within their grants, states will demonstrate that they are targeting high risk environmental needs and addressing environmental concerns in a multi-media, holistic manner. The Agency is currently drafting an action plan for immediate implementation of this recommendation and is seeking state and local demonstration projects. The State of Massachusetts is currently developing an innovative pilot whereby, through increased grant flexibility, the State will target high-priority polluting facilities for multi-media inspection and enforcement actions. Instead of having air, water, and waste inspectors do three individual inspections on a polluting facility, Massachusetts wants to have the flexibility to do all three inspections at once. The State believes that multi-media inspections will lead to improved compliance and enable them to identify opportunities to reduce emissions.

Ecosystems Management Project --

EPA, the Department of Agriculture, the Department of Interior and several other Federal agencies are working together to develop ecosystem management projects in regions throughout the country.
<http://www.npr.gov/library/fedstat/25ee.html>

Intergovernmental Grant Consolidation and Flexibility

4/16/97 10:49 AM

ensure a more responsive system for the solicitation, selection and award of grants to recipients at the state and local levels.

Financial Management of Cooperative Inspection Program --

The Food and Inspection Service (FSIS) at USDA has analyzed and is currently in the process of simplifying procedures for coordination and control of financial management of the Cooperative Meat and Poultry Inspection programs with State agencies. In the past, all documentation relating to budgeting and fiscal matters was processed through FSIS Regional Offices. Now, the State agencies will deal directly with FSIS headquarters in these matters, permitting a faster turn-around and eliminating additional processing steps.

International Cooperation and Development Grants and Agreements --

The Office of International Cooperation and Development (ICD) at the USDA has taken steps to reduce record-keeping and paper work by grant recipients. ICD has cut back on the number of forms required and the back-up material that recipients must retain.

Grant Process Streamlining at DOT --

The Department of Transportation is working to streamline the processing of grant applications and reporting forms. Electronic submission of grant forms and reductions in the number and frequency of certifications should reduce the red tape associated with the grants process. The Department is also working to make the single audit process more effective to reduce the oversight demands on Federal managers and grantees.

Intergovernmental Grant Consolidation and Flexibility

4/16/97 10:49 AM

private collaborations to deploy new energy efficiency and renewable energy technologies in the marketplace.

Welfare Reform --

Outreach to state and local officials has been a central component of the Administration's welfare reform policy development process. The White House Working Group on Welfare Reform, Family Support and Independence, established by the President in May, 1993, has sought and received considerable input from state and local leaders in welfare reform.

Streamlining Internal Processes

Waiver Process Streamlining --

HHS has taken steps to simplify their waiver approval process, including: providing concurrent review of state waiver applications by different components of the Executive Branch; increasing technical assistance; measuring budget neutrality over the life of the waiver instead of annually; and, considering alternative evaluation designs.

Streamlining and Reduction of Management Barriers --

Commerce has undergone a variety of efforts in the past year to streamline the internal grants processes which has resulted in reduced paperwork and faster processing of application for financial assistance.

The Employment and Training Administration (ETA) --

ETA at Labor has streamlined its internal procurement process to <http://www.npr.gov/library/fedstat/25ee.html>

Intergovernmental Grant Consolidation and Flexibility

4/16/97 10:49 AM

Strengthened Partnerships

State Capacity Implementation Steering Committee --

EPA has developed an intergovernmental steering committee to guide efforts towards an Agency/State environmental partnership. Through this committee, the EPA has established principles for a more flexible grant process and are in the process of establishing the necessary legislative strategy.

National Community Development Initiative (NCDI) --

HUD has formed a partnership with a consortium of philanthropic foundations to help build the capacity of community development corporations. HUD's investment of \$20 million has been used to leverage an additional \$60 million of foundation funds -- making it the largest single fund for such activity in the nation.

Reinvention Lab for Intergovernmental Partnership --

The Department of Energy's Office of Energy Efficiency and Renewable Energy is sponsoring a reinvention lab on "Reinventing Federal, State, and Local Partnerships." The mission of this pilot project is to broaden DOE's network of external stakeholders, to increase understanding of capabilities and goals, and to invent better partnerships. Three specific activities are the focus of this reinvention lab: 1) involve stakeholders earlier and more completely in strategic operating and budget planning; 2) to invent more effective and flexible ways to implement state and local provisions of the Energy Policy Act of 1992; and 3) to build stronger public and

Intergovernmental Grant Consolidation and Flexibility

4/16/97 10:49 AM

FEMA's Reorganization of Program and Budget Structure --

FEMA was reorganized from a programmatic to a functionally based structure in November of 1993. This functional structure was designed to streamline the process for FEMA's goal of customer-oriented service to the States. The FEMA FY 95 budget has been revised to correspond to the functional structure. For example, FEMA restructured its civil defense program to emphasize an all-hazards, integrated emergency management approach. Several line items in the program were integrated to provide the States greater flexibility in the use of FEMA resources to develop this all-hazards emergency management capability. FEMA is also restructuring its Comprehensive Cooperative Agreement (CCA) from a programmatic to a functional approach for FY 1995. This approach will more closely reflect the States' annual program planning and will eliminate duplicative work activities and reduce associated reporting burdens; provide a more flexible basis for Federal/State negotiations; provide greater flexibility in the use of Federal funds to develop emergency management capabilities; and integrate and functionally organize work activities. The restructuring of CCA was established through a collaborative, intergovernmental partnership between FEMA and NEMA State representatives.

DOT has implemented two of NPR's recommendations to reduce regulations and processing times which have improved customer service to grantees and have provided flexibility to the grantees in terms of "pre-award authority" to permit grantees to incur costs prior to final Federal approval when reimbursement conditions are met.

Intergovernmental Grant Consolidation and Flexibility

4/16/97 10:49 AM

respond to the economic diversification needs of the region.

The Defense Automation Resources Information Center has a redistribution and sharing program which allows local schools (both public and private) and community non-profit organizations to get excess information processing and computing equipment from military bases under streamlined excess property procedures. These programs include a primary and secondary school donation program and a support program to lease excess computing gear, at no cost, to historically black colleges and universities and minority institutions.

In April of 1993, DoEd and HHS jointly developed and published Together We Can: A Guide for Crafting a Profamily System of Education and Human Services. This was developed to help communities improve coordination of education, health and human services for at-risk children and families.

Fair Lending Task Force --

HUD, DOJ, the Comptroller of the Currency and seven other agencies forged an historic cooperative relationship to bring the resources and powers of all three agencies to bear on ending mortgage lending discrimination. For the first time, joint investigation and enforcement efforts will be undertaken and information will be shared.

Funding Flexibility

Intergovernmental Grant Consolidation and Flexibility

4/16/97 10:49 AM

Employment and Training Administration (ETA) --

DOL's ETA has accomplished and embarked on a number of joint funding efforts with several Federal agencies to eliminate duplication of efforts thereby increasing the availability of resources to States through single funding actions. Where legislation provided flexibility in the award of certain grants, ETA was instrumental in working jointly with the Departments of Education, Justice, Defense, HUD and Transportation in the planning, funding and award of grants to state and local entities. Specific examples include Defense Conversion, Skill Standards, Youth Fair Chance, and School-to-Work initiatives.

Defense Conversion --

DOL works with DOD in awarding grants to areas with significant numbers of base closures. These grants are designed to provide retraining and/or employment services to individuals displaced as a result of these base closings. Through coordination efforts, DOL and DOD have eliminated the requirement for grantees to report to both departments on performance activity.

Pacific Northwest Economic Adjustment and Community Assistance

Response -- The Rural Development Administration (RA) at USDA played a major role in preparing the Pacific Northwest Economic Adjustment and Community Assistance Response, a step that became necessary as a result of Federal action to curtail harvesting of old-growth timber in certain areas of the Pacific Northwest. Eleven federal departments and agencies, including the White House, are involved in the public/private sector effort to develop a financial plan to

<http://www.npr.gov/library/fedstat/25ee.html>

Intergovernmental Grant Consolidation and Flexibility

4/16/97 10:49 AM

rail system. Certain passenger car construction standards differ between the U.S. and Canada which, without waivers, would have prevented even temporary operation in California.

Forest Service --

The Forest Service at USDA has allowed its State and Private Programs area to allow state agencies to consolidate annual programs into one cooperative agreement or grant and to receive consolidated payments.

The Rural Development Administration (RA) --

RA and the National Rural Development Partnership (NRDP) at USDA have undertaken several efforts to be more flexible and responsive to the needs of rural communities across the United States.

o Noting that rural entrepreneurs seeking federal and state assistance for small businesses faced a mountain of forms asking for similar information, the Kansas State Rural Development Council of the NRDP worked together with federal and state agencies to create a single loan application.

o Frustrated local development officials complained that the audit costs for modest-sized loans received from RA Community Facility were too high, the South Dakota State Rural Development Council asked RA for relief. RA responded and waived audit requirements on smaller loans, saving rural communities \$400 million nationwide.

Inter-Agency Action

Intergovernmental Grant Consolidation and Flexibility

4/16/97 10:49 AM

four States on the positive and negative impacts of federal mandates and regulations on the institutionalization of the factors commonly associated with effective schools.

California Earthquake Relief --

The Department of Transportation initiated many actions to cut red tape and provided regulatory relief for the California Earthquake recovery effort. A supplemental appropriation of \$1.35 billion was requested for the emergency relief program for federal aid highways. The request included language to waive the current legislative cap of \$100 million per State per emergency, clarify that all costs incurred during the first 180 days are federally funded, and give the DOT Secretary and EPA Administrator authority to waive environmental laws and regulations as needed to facilitate project reconstruction.

In addition, Federal Highway Administration (FHWA) immediately approved nine contracts totalling \$4.1 million for demolition and shoring of damaged highway structures. The first contracts were placed 16 hours after the earthquake occurred. FHWA also approved a variety of innovative techniques to "shortcut" the normal contracting process, thus expediting restoration of the transportation system.

Also, FHWA issued an emergency declaration relieving motor carriers who provided direct assistance to the earthquake effort of certain Federal regulations on driver hours of service. Another DOT agency, the Federal Railroad Administration, granted a waiver of safety regulations for 32 Canadian passenger cars from Toronto's transit system to supplement capacity on the Los Angeles Metrolink commuter <http://www.npr.gov/library/fedstat/25ee.html>

Intergovernmental Grant Consolidation and Flexibility

4/16/97 10:49 AM

well as offices of each of the participating agencies.

The Alamo Federal Executive Board Reinvention Lab --

The FEB for San Antonio, TX has been designated as a reinvention lab to highlight and assist their efforts to facilitate cooperation among federal and local government agencies. The Alamo FEB is working to remove unnecessary regulations and red tape and to improve internal operations so that intergovernmental employees may work together as partners to create flexibility and to solve problems in the community.

Federal Highway Administration --

DOT's Federal Highway Administration has successfully tested the use of an electronic signature to speed part of its grant delivery process and is expanding the program to additional phases of grant delivery and to all the administrative processes for opportunities to eliminate and modify current requirements.

Advisory Commission on Intergovernmental Relations (ACIR) ISTEA study

-- The Department of Transportation (Federal Highway Administration) is working with ACIR to perform case studies of approximately 12 Metropolitan Planning Organizations (MPOs) to be completed by December 1994 with conclusions about the capacity of MPOs to carry out the expanded responsibilities given to them by ISTEA.

ACIR's Study on the Impacts of Federal Mandates and Regulations on Effective Schools --

The Department of Education has funded ACIR to conduct a study in

Intergovernmental Grant Consolidation and Flexibility

4/16/97 10:49 AM

improved intergovernmental relationships. Under this program, cities faced with high rates of drug and violent crime will develop a comprehensive strategy for crime and drug-control which requires the police and other city agencies to work in partnership with the community to address crime and violence-related problems and the environment which fosters them. Each strategy must include a jurisdiction-wide commitment to community policing, coordination among public and private agencies, and efforts to encourage citizens to take an active role in problem solving.

Reinvention Activities in Atlanta, GA--

The Atlanta Federal Executive Board, in cooperation with the regional Social Security Office, the National Treasury Employees Union, Georgia Department of HHS, Georgia State University, and the Atlanta Project is implementing a pilot project for a common access application for AFDC, Food Stamps, WIC, Medicaid, SSI and Housing Assistance. The application will eliminate the collection of unnecessary information and allow the agency "intake" worker to make the eligibility determination without additional interviews. This initiative will provide one-stop customer service and reduce the paper application from more than 50 pages to 8. The pilot will be introduced in a local community center with staff from the Atlanta Project and volunteers trained to assist all applicants in completing the form and explaining the programs for which they qualify. A customer survey will be conducted at the end of March to determine customer satisfaction and agency efficiency with this one-stop shopping program. Future plans are for the common access application forms to be available in all community centers as <http://www.npr.gov/library/fedstat/25ee.html>

Intergovernmental Grant Consolidation and Flexibility

4/16/97 10:49 AM

Disease Prevention and Health Promotion for the purpose of learning how contemporary computer and communication technologies can support and enhance the coordination of health and human services at the community level. Called the Community Services Workstation, the project is underway in D.C. to test the use of advanced information technology as a tool to assist community-level collaboration.

HOPE 6 --

Hope 6 or the Urban Revitalization Demonstration Program (URD) was created for the purpose of revitalizing severely distressed or obsolete public housing developments in the 40 most populous U.S. cities. The program allows the flexibility to provide complex packages of physical improvements and supportive services. Resources will be available to provide job-training, literacy training, day care, youth activities, health services, community policing and drug treatment. Participating housing authorities must also establish a community service program, such as youth conservation corps or school-based service programs like literacy training. Housing authorities were given the greatest degree to flexibility to redesign distressed developments, by seeking participation from local and State governments, neighborhood organizations, businesses, non-profits, social service providers and residents.

Comprehensive Cities Program --

In FY 1994, the Department of Justice will initiate a comprehensive crime control/community mobilization program in five or six cities across the country that will involve comprehensive planning and

Intergovernmental Grant Consolidation and Flexibility

4/16/97 10:49 AM

The Goals 2000: Educate America Act, the Improving America's Schools Act, and the School-to-Work Act all contain provisions to permit States and localities to obtain waivers from Federal statutory and regulatory requirements where they can show that those requirements impede the education reform process and when they have a plan in place for achieving better educational outcomes for all students.

Statewide Health Reform Experiments --

HHS has approved waivers allowing five states to conduct major statewide experiments, including OR, HI, RI, TN, and KY.

Medicaid Program Waivers for Home and Community Based services (HCBS) and Freedom of Choice (FOC) programs in HHS --

HCBS waivers permit states to expand non-institutional long-term care services to Medicaid recipients. FOC waivers enhance states' ability to implement managed care programs and has made special efforts to assist states which have not had substantial experience with managed care. HHS is working with The National Governors' Association to strengthen these waiver processes.

State Welfare Reform Experiments --

HHS has approved numerous welfare waiver packages that provide considerable flexibility to states in designing welfare demonstration projects. HHS has approved 7 state packages in 1993 with several more expected to be approved in 1994.

Public Health Service Research Demonstration for Community Services Network --

HHS' PHS is conducting a demonstration project through the Office of
<http://www.npr.gov/library/fedstat/25ee.html>

Intergovernmental Grant Consolidation and Flexibility

4/16/97 10:49 AM

economic development projects. Both programs encourage applicants to combine these grants with other funding programs by giving priority consideration points for such combining.

The Food Stamp Program Waivers --

The Food Stamp Program (FSP) at USDA approved 153 waiver requests in FY 1993. The waivers provide State agencies with greater flexibility in administering the program. Waivers were approved in such areas as recertification, length of certification periods, interview requirements, issuance, quality control procedures, and application requirements. The FSP also has granted a waiver in the area of nutrition education that would allow Federal match of alternate funding sources that will enhance the State agencies efforts at developing nutrition education plans. In addition, the FSP approved waivers for the New York, Oregon, and Arkansas State agencies allowing them to implement a new type of reporting system known as quarterly reporting. Under quarterly reporting, participating households report changes in their circumstances on a quarterly basis. The new reporting system helps to alleviate State agencies' workloads while also insuring that they have accurate information about their caseloads.

Food Stamp Waivers --

In the past year, USDA has approved Food Stamp waivers as part of welfare reform demonstrations in 13 States. The waivers enable states to coordinate their experimentation with the policies of both AFDC and Food Stamps. Approved waivers affect income disregards, resource exclusions, and the cashing out of food stamp benefits.

Intergovernmental Grant Consolidation and Flexibility

4/16/97 10:49 AM

Plant Protection and Quarantine Service --

In August 1993, the Animal and Plant Health Inspection Service (APHIS) at USDA established a reinvention laboratory to enhance plant protection and quarantine service delivery through decentralization in the Southeastern Region of the United States. The project involves eliminating the Assistant Regional Director layer of hierarchy and empowering State Plant Health Directors to carry out their functions in the most effective manner. Elements of the lab include involving State and local officials in the planning and evaluation of programs and integrating selected State and Federal Programs.

Employment and Training Cooperative Agreements --

USDA has entered into cooperative agreements with five State agencies to test improved conformance between the Food Stamp Employment and Training Program (E&T) and the Job Opportunities and Basic Skills Program for AFDC participants. It is hoped that the project will improve consistency and cooperation among employment and training programs, reduce costs, eliminate barriers to appropriate services, and enhance current E&T activities. The demonstrations will operate for up to four years.

Distance Learning and Medical Link Program and Economic Development Grants -- The Rural Electrification Administration (REA) at USDA has two grant programs. One grant program, the Distance Learning and Medical Link projects, brings medical and educational services to rural areas through telecommunications. The other grant program, Economic Development Grants, provides revolving funds for local rural

Intergovernmental Grant Consolidation and Flexibility

4/16/97 10:49 AM

development of public amenities.

National Transportation System --

The Department of Transportation has formulated the National Transportation System, a planning device that will emphasize the interconnectedness of the Nation's transportation facilities. An illustration of how this will work is found in the Department's proposed reauthorization of the Federal Aviation Administration's programs. In this reauthorization, DOT has proposed a more flexible approach to integrated airport system planning. This approach will allow regional planning organizations to consider non-airport components of the transportation system, provided that airport users would benefit from these components.

The Department of Transportation has also proposed to eliminate grant programs for rail freight and for boating safety.

Pilot Projects and Waivers

Multi-year Grant Pilots -- EPA has awarded two multi-year pilot projects for the water quality program whereby states receive waivers from the regulatory requirement to submit annual grant applications.

The intent is to streamline the grants process and reduce the administrative burden on the States. As part of the pilots, EPA prepares a two-year program guidance, State and Federal program managers have face-to-face negotiations, and a conflict resolution process is established.

Intergovernmental Grant Consolidation and Flexibility

4/16/97 10:49 AM

HUD's 1994 Legislation and FY 1995 Budget --

This proposed legislation and budget will dramatically transform the way key departmental programs are authorized and administered.

HUD is the locus of the Federal Government's efforts to reduce homelessness. A reorganized McKinney program will provide a "continuum of care" for homeless persons through coordinated grants, rental assistance and a food and shelter program.

The Department has begun an intensive effort to redesign the Nation's most distressed public housing. Public housing modernization and revitalization of distressed public housing programs will be restructured to give public housing authorities greater flexibility to use Federal funds and greater ability to leverage other public- and private-sector resources in support of their goals.

HUD's community empowerment programs were redesigned to provide the flexibility necessary to address local needs and provide others the tools and resources they need to carry out their strategies.

Community Development Block Grant (CDBG) remains the most flexible community-building tool. The President's Empowerment Zone Initiative will provide grants for a range of activities at local discretion.

The Neighborhood LIFT Initiative is a new project-based grant-loan program to promote and leverage private investment in retail, commercial, or mixed-use development projects in distressed areas.

The Community Viability Fund is a new flexible fund designed to build the organizational capacity of community-based groups and institutions to conduct strategic planning and support the design and

Intergovernmental Grant Consolidation and Flexibility

4/16/97 10:49 AM

The Reemployment Act --

As part of the FY 95 budget, DOL has proposed a new Workforce Security Act that will combine and expand six DOL programs for dislocated workers. The expansion dollars are based on savings from the elimination of several programs proven ineffective.

Worker Adjustment Career Centers (WACC) and One-stop Career Centers -

- As proposed in the Reemployment Act, states would have the discretion to designate the number of WACC and One-stop career centers and the geographic areas they cover in the state. In the case of One-stop career centers, states have the discretion to determine what programs in addition to JTPA programs will be included under the one-stop umbrella. States also have the option of providing dislocated worker services through WACCs or One-stop Career Centers.

Health Care Reform --

Under the President's health care reform proposal, the Health Security Act, states will play a crucial role in assuring quality health services for all Americans. Within a broad federal framework, states will have substantial flexibility to design and implement their overall health care strategy; establish health alliances; certify accountable health plans; monitor the quality of and access to care; implement insurance and malpractice reforms; and design and administer a home and community-based long-term care program. The Health Security Act would also provide federal assistance to states in restructuring their public health systems.

Intergovernmental Grant Consolidation and Flexibility

4/16/97 10:49 AM

the P.L. 81-874, the Impact Aid maintenance and operations statute.

In addition, a number of other funded and unfunded program authorizations would also be terminated. Authority to carry activities in areas now funded under certain of these programs, such as foreign languages education and school recognition, would be included in the authorization for the Fund for the Improvement of Education, a broad discretionary program.

This bill also includes additional provisions that would allow consolidated activities. For example, it would allow both state and local educational agencies to submit consolidated plans -- rather than a separate plan for each program -- in order to present a single, comprehensive strategy for moving the state or community toward achievement of the National Education Goals.

In addition, the bill would permit Title I schoolwide programs to incorporate funding from other programs, so that children attending high-poverty schools can benefit from a cohesive educational program rather than receiving separate, often disconnected, categorical services.

School-to-Work Opportunities Act --

As proposed to Congress, this joint initiative of the Departments of Labor and Education gives broad discretion in planning and implementing state-wide school- to-work transition systems. DOL, in coordination with DoEd, has awarded grants to each State to develop plans for bridging the gap between efforts of the State and local entities to provide services to youth in their transition school to work.

<http://www.npr.gov/library/fedstat/25ee.html>

Intergovernmental Grant Consolidation and Flexibility

4/16/97 10:49 AM

report and recommendations are to be considered in the context of Congressional Action on legislative proposals (described below) and the FY 1995 budget.

The Improving America's Schools Act --

This reauthorization proposal provided DoEd the opportunity to weigh the benefits of continuing its elementary and secondary programs and to propose consolidation and termination where appropriate. The Act proposes to: consolidate the National Diffusion Network and the various technical assistance centers in elementary and secondary education into a single network of ten regional centers; consolidate the Eisenhower Mathematics and Science Education program and the Chapter 2 State Grants program into the Eisenhower Professional Development program; consolidate the Drug-Free Schools and Communities Act and the Safe Schools Act into a Safe and Drug-Free Schools program; and, consolidate the current Immigrant Education program into the Bilingual Education authority which would create a targeted discretionary grant program for school districts heavily affected by immigration instead of the current formula grant program.

The reauthorization of Improving America's Schools Act of 1992 is also calling for the discontinuation of a list of the elementary and secondary programs mentioned in the NPR report, including Education for Native Hawaiians, Foreign Languages Assistance, Territorial Teacher Training, Ellender fellowships, the FIRST program, Educational Partnerships, General Assistance to the Virgin Islands, Law-Related Education, Dropout Prevention Demonstrations, Civics Education, and the payments made under sections 2, 3(b), and 3(e) of

Intergovernmental Grant Consolidation and Flexibility

4/16/97 10:49 AM

a Cross Utilization Program. Those State agencies that have converted will administer only one of these programs instead of two.

Legislative Proposals

HR 820, National Competitiveness Act of 1994 --

The National Competitiveness Act of 1994 passed by the Senate (as S4) on March 16, 1994, waiting for conferees to be named. Includes (as Title XI) the "Local Empowerment and Flexibility Act of 1994" This legislation establishes a pilot program (maximum of 30 communities in maximum of 6 states) to empower and provide communities the flexibility to integrate programs and program funds across existing Federal assistance categories. Localities must develop a local flexibility plan which includes, among other things, specific goals and measurable performance and a system for the comprehensive evaluation of the impact of the plan on the participants, the commun Board authority to waive any requirements applicable under Federal law necessary for the implementation of local flexibility plans. Conferees have been named in the Senate but have not yet been named in the House.

Department of Education Report to Congress --

The Department of Education submitted a report to the House Appropriations Committee in response to a request that the Department review the feasibility of consolidating programs which serve the same populations and are directed toward the same outcomes. The

Intergovernmental Grant Consolidation and Flexibility

4/16/97 10:49 AM

to FNS.

Meal Supplements Regulation --

This regulation authorizes reimbursement under the National School Lunch program for meal supplements served in after-school care programs operated by schools that were participating in the Child and Adult Care Food Program as of May 15, 1989.

The Food Stamp Program Management Evaluation System --

In 1993, the Food and Nutrition Service at USDA significantly changed the Food Stamp Program Management Evaluation System to give greater flexibility to State agencies. Previously, the National Office established priority areas for the Food Stamp Program and mandated that these areas be included in the States' reviews of local office operations. In 1993, the National Office listed National areas of concern and each State agency was given the opportunity to work with the FNS Regional Office to select those areas that were appropriate for review in each individual State.

Revamped Commodity Allocation Procedures --

The Food and Nutrition Service at USDA has revamped commodity allocation procedures in The Emergency Food Assistance Program to permit States to select those products which best serve their needs.

Consolidation of Talmadge-Aiken and Cross Utilization Inspection Programs -- The Food Safety and Inspection Service (FSIS) at USDA has allowed State agencies that participated in the Cooperative Inspection Program and that dedicated less than 10 staff years to Federal inplant inspection to convert their Talmadge-Aiken program to

Intergovernmental Grant Consolidation and Flexibility

4/16/97 10:49 AM

giving additional flexibility to States in mailing food instruments to WIC participants.

- o FNS published a WIC regulation permitting recipients of Medicaid, Food Stamps, and Aid to Families with Dependent Children (AFDC) to be deemed automatically income eligible for WIC.

- o FNS published a WIC regulation permitting an individual to be deemed automatically income eligible for WIC if a family member receives Medicaid, Food Stamps, or AFDC.

- o FNS published a WIC regulation giving additional flexibility to States in documenting nutrition education contacts to participants.

Also, FNS issued a formal instruction permitting additional flexibility to States for use of WIC funds to purchase, renovate, and repair WIC clinic facilities.

Commodity Distribution Reform Final Regulations --

The Food and Nutrition Service (FNS) at USDA has adopted regulations that provide states and local areas flexibility in three ways:

- o Accommodate State computer systems by allowing several options for selecting commodity value;

- o Permit States to make less frequent than monthly commodity deliveries to local organizations when requested; and

- o Extend the time frame for States to report commodity losses

Intergovernmental Grant Consolidation and Flexibility

4/16/97 10:49 AM

at USDA amended regulations to provide an alternative method of calculating the fees States may charge when they issue Federal phytosanitary certificates. Now, states may calculate fees on a "cost-per- certificate" or "cost-per-hour" basis.

Postentry Quarantine --

In July of 1993, the Animal and Plant Health Inspection Service (APHIS) at USDA amended regulations requiring postentry quarantine for certain imported plants. The amended regulations limit the importation of some plants unless they are destined for States that have signed an agreement with APHIS to inspect and monitor postentry quarantine sites and to supervise and enforce importer compliance with postentry quarantine requirements. APHIS made several changes to the proposed rule to more clearly recognize State enforcement authority.

Rural Business Enterprise Grant --

Noting that small, rural businesses require technical assistance as well as capital to start or keep the enterprise viable, the Rural Development Administration at USDA responded by changing regulations in the Rural Business Enterprise Grant to allow recipients to use a large portion of the grant on technical assistance.

Changes to WIC Regulations --

The Food and Nutrition Service (FNS) at USDA increased flexibility to States through numerous regulations.

o FNS published a Women Infant and Children (WIC) regulation

Intergovernmental Grant Consolidation and Flexibility

4/16/97 10:49 AM

Pension Fund Leveraging --

Congress appropriated \$100 million to the Community Investment Demonstration project to foster affordable housing partnerships with the AFL-CIO and other pension funds, leveraging billions of dollars in private investment.

Unemployment Insurance Flexibility --

NAFTA legislation gives states the option to establish self-employment assistance programs as part of the State UI system.

The Human Services Amendments of 1994, P.L. 103-252, signed by the President on May 18, 1994, created the Community-Based Family Resource Program by consolidating four HHS programs: the Family Resource and Support Program; Emergency Child Protective Services Grants; the Child Abuse Community-Based Prevention Program; and the Child Abuse Prevention and Treatment Act (CAPTA). The purpose of the new consolidated program is to assist each state to develop and implement, or expand and enhance, a comprehensive, statewide system of family resource services through collaboration with existing education, vocational rehabilitation, health, mental health, employment and training, child welfare, and other social services agencies within the state.

Regulatory Changes

User Fees for Export Certification --

In July 1993, the Animal and Plant Health Inspection Service (APHIS)
<http://www.npr.gov/library/fedstat/25ee.html>

Intergovernmental Grant Consolidation and Flexibility

4/16/97 10:49 AM

ISTEA became effective, the States have obligated over \$954 million flexibly, that is, transferring highway dollars to transit.

Furthermore, ISTEA fosters economic and community development by requiring that land-use, social equity, and environmental concerns be incorporated into the transportation planning process and that the general public have a much stronger voice in transportation investment decisionmaking.

The HUD Demonstration Act (P.L. 103-120) --

This Act authorized three program initiatives that will test new ways of providing affordable housing and rebuilding our communities. They include the National Community Development Initiative, the Innovative Homeless Fund, and Pension Fund Leveraging.

NCDI --

The National Community Development Initiative has been instrumental in increasing the capacity and reach of community development corporations (CDCs) which today develop and manage a significant portion of the low-cost housing portfolio. HUD's investment of \$20 million matches \$66 million in philanthropic funds, all of which, in turn, is leveraged at the local level to support housing and community development.

Innovative Homeless Fund --

Congress appropriated \$100 million for the Innovative Homeless Fund. This highly flexible fund will permit HUD to undertake comprehensive initiatives with cities that commit to addressing the full continuum of care.

<http://www.npr.gov/library/fedstat/25ee.html>

Intergovernmental Grant Consolidation and Flexibility

4/16/97 10:49 AM

guarantees low-income children access to free immunizations against preventable diseases, gives states the flexibility and responsibility for managing vaccine purchases and distribution, recruiting providers, enhancing the immunization infrastructure, and implementing outreach strategies.

Family Preservation and Support Act --

The Family Preservation and Support Program will provide approximately \$1 billion to states over the next five years to provide services to families in efforts to keep families intact. HHS is implementing the new program to provide maximum flexibility to states and local communities in how they design and carry out family preservation activities. HHS has been collaborating with State officials on the Federal guidance for this program.

Intermodal Surface Transportation Efficiency Act (ISTEA) --

ISTEA has provided local and State decisionmakers with unprecedented flexibility in the development of transportation investment strategies which meet both regional and community goals and objectives. Based upon the needs identified through ISTEA's enhanced, multimodal transportation planning process, State and local authorities may now 1) use certain highway funds for appropriate transit purposes, and vice versa; 2) fund non-traditional "enhancement" projects such as pedestrian and bicycle facilities, the preservation of historic areas and buildings; and 3) through the \$6 billion Congestion Mitigation and Air Quality Improvement program, develop projects and programs which reduce transportation-borne pollutants and provide relief to congested roads and highways. Since <http://www.npr.gov/library/fedstat/25ee.html>

Intergovernmental Grant Consolidation and Flexibility

4/16/97 10:49 AM

encourages greater state innovation to find effective ways to
increase youth employment and earnings.

Mickey Leland Hunger Prevention Act --

This bill contained several provisions to improve the conformity of
certain Food Stamp Program rules with Aid to Families with Dependent
Children Program rules. These provisions were to:

- o Exclude non-title IV educational assistance.
- o Exclude from income determination up to \$50 in child
support for all FSP households.
- o Increase the Employment and Training Program (E&T)
dependent care reimbursement limits to \$200 for children under age 2
and \$175 for all other children.
- o Increase the dependent care deduction caps to \$200 for
children under age 2 and \$175 for all other dependents.
- o Allow States the option to increase the E&T participant
reimbursement cap for expenses other than dependent care above a
minimum of \$25.

Congress enacted the Mickey Leland Childhood Hunger Relief Act. The
Act adopted the Mickey Leland Hunger Prevention Act provisions to
increase the E&T dependent care reimbursement limits and dependent
care deduction caps.

Childhood Immunization --

Enacted in 1993, the President's Vaccines for Children program, which
<http://www.npr.gov/library/fedstat/25ee.html>

Intergovernmental Grant Consolidation and Flexibility

4/16/97 10:49 AM

seeking approval from the Department of Education. States will be eligible for designation if they have prepared an improvement plan, have waived State statutory and regulatory requirements for the local authorities within the demonstration area, and have established performance measures for ensuring accountability to outcomes in the improvement plans.

Resource Conservation and Recovery Act Strategic Management Framework (RCRA) -- EPA's RCRA governs the disposal of solid waste. Beginning in 1992, the RCRA program established a flexible process for allocating RCRA permitting funds. States and EPA prioritize among the facilities that they want to permit using a numerical ranking system called the Priority Ranking System. If certain facilities of concern to the state do not fall within the high-priority ranking, states have the option of "bumping them up" by demonstrating that permitting these facilities would be of considerable environmental benefit such as providing new capacity or demonstrating a new technology, cross-media approach, or waste minimization method. An additional 15% of all state facilities may be moved into the high-priority rank if they are of particular concern to the public or the state. The RCRA enforcement program uses a similarly flexible program called RIP FLEX (RCRA Implementation Plan Flexibility).

Job Training Partnership Act (JTPA) Amendments --

These amendments give states discretion to establish State Human Resource Investment Councils (HRIC) to coordinate Federal human resource assistance programs. The amendments also create a new youth-focused title (Title IIC) that enhances state flexibility and

Intergovernmental Grant Consolidation and Flexibility

4/16/97 10:49 AM

in the target areas.

The Goals 2000: Educate America Act --

Goals 2000, P.L. 103-227, has been established to improve learning and teaching by providing a national framework for education reform; to promote the research, consensus building, and systemic changes needed to ensure equitable educational opportunities and high levels of educational achievement for all students; to provide a framework for reauthorization of all Federal education programs; and, to promote the development and adoption of a voluntary national system of skill standards and certifications, as well as for other purposes.

The Act contains measures for systemic educational reform using both top-down and bottoms-up strategies. State and local educational agencies are encouraged to develop comprehensive improvement plans that will provide a coherent framework for the implementation of reauthorized Federal education and related programs in an integrated fashion. States may receive an allotment of funds for systemic improvement efforts and must submit a State Improvement Plan after its first year of funding. The Secretary has been given authority to waive Federal statutory and regulatory requirements to enhance flexibility in the implementation of systemic improvement plans.

In addition, Goals 2000 establishes six flexibility demonstration projects under the "Education Flexibility Partnership Demonstration Act". Under this demonstration, States can apply for designation as one of the six "Ed-Flex Partnership States" which would give them the authority to waive any statutory or regulatory requirement applicable to any program or Act as described in the law without

distress. By a Presidential Directive issued September 9, 1993, the President established an interagency Community Enterprise Board, chaired by the Vice President, to oversee the initiative. Through this board, for which the President's Assistants for economic and domestic policy serve as vice-chairs and heads of key Federal Departments serve as members, communities will be given broad flexibility and assistance in coordinating and integrating services

<http://www.npr.gov/library/fedstat/25ee.html>

Page 1 of 39

Intergovernmental Grant Consolidation and Flexibility

4/16/97 10:49 AM

respond to the economic diversification needs of the region.

The Defense Automation Resources Information Center has a redistribution and sharing program which allows local schools (both public and private) and community non-profit organizations to get excess information processing and computing equipment from military bases under streamlined excess property procedures. These programs ...

Intergovernmental Grant Consolidation and Flexibility

4/16/97 10:49 AM

INTERGOVERNMENTAL GRANT CONSOLIDATION AND FLEXIBILITY

SUMMARY OF AGENCY ACTIONS

ACCOMPLISHMENTS:

Legislation Enacted

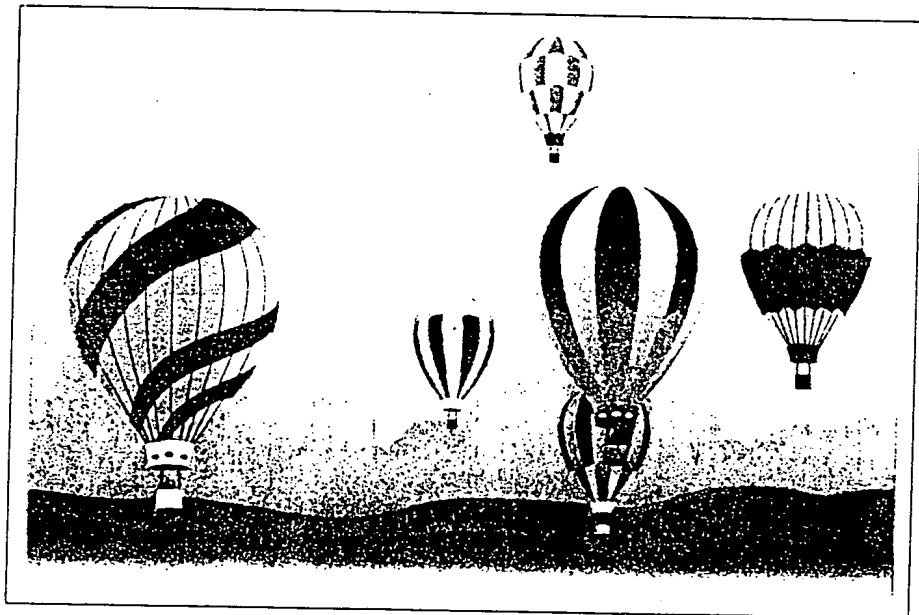
Empowerment Zones and Enterprise Communities -- The Omnibus Reconciliation Act of 1993 (P.L. 103-66) includes a new grant program under Title XX of the Social Security Act for the establishment of empowerment zones and enterprise communities. This initiative is designed to revitalize communities through both economic and human development using bottom up (community level) comprehensive and collaborative strategic planning. Grants and tax incentives will be provided to 105 communities (9 empowerment zones and 95 enterprise communities) in urban and rural areas who demonstrate economic

PCT/US 00/00382

STATISTICAL PROFILE

U.S. INFORMATION AGENCY INTERNATIONAL EXCHANGE AND TRAINING PROGRAMS

Data Development/Report Preparation
Office of Policy and Evaluation,
Bureau of Educational and Cultural Affairs



Room 357, United States Information Agency
Washington, DC 20547-0001

STATISTICAL PROFILE

**U.S. INFORMATION AGENCY
INTERNATIONAL EXCHANGE
AND TRAINING PROGRAMS**

Data Development/Report Preparation
Office of Policy and Evaluation,
Bureau of Educational and Cultural Affairs

**United States Information Agency
February 1996**

Introduction

The United States Information Agency (USIA), under the provisions of Section 229 of the Foreign Affairs Authorization Act of 1994 and 1995 (amending the Mutual Educational and Cultural Exchange Act of 1961, 22 USC 2460) and Presidential Executive Order 12048 (1978), is responsible for ensuring that the international exchange and training activities of the U.S. government are consistent with U.S. foreign policy. Under the National Performance Review, this Congressional and executive branch mandate is enlarged to include national security and economic policy as well.

*Released in partial fulfillment of this responsibility, **STATISTICAL PROFILE: USIA INTERNATIONAL EXCHANGES AND TRAINING PROGRAMS** is distributed in order that USIA officers might receive some of the agency's basic computerized data on USIA international exchanges and training. The data are drawn from a relational database and statistical information management system covering international exchanges and training governmentwide. The system is operated by the Office of Policy and Evaluation in the Bureau of Educational and Cultural Affairs.*

*This report summarizes the international exchanges and training activities of USIA's three operational bureaus that conduct such programs, which in fiscal year 1994 included over 65 programs, 34,000 participants, and \$385 million in federal funding. The report contains statistical programmatic and foreign area summaries of major distinguishable lines of exchanges and training activity. Information for the report was provided by the individual organizational elements responsible for the programs. Fiscal year 1994 is the latest year for which complete data are available. **

() The data in Statistical Profile include 1,200 German visitors to the United States through the German-American Partnership Program (GAPP) who were not reported by the Office of Citizen Exchange for inclusion in the USIA report International Exchange and Training Activities of the U.S. Government (1994).*

Contents

Section	Topic
1	Highlights/Narrative Overview
2	Breakout of Exchanges/Training Programs
3	Types of Participants in Exchanges/Training Programs
4	Foreign Area Summaries of Exchanges/Training
5	Exchanges/Training by Resource Allocation Group (RAG) Countries
6	Exchanges/Training by Country Totals

Office of Policy and Evaluation (E/Z)

February 1996

USIA International Exchanges and Training

Profile

- During fiscal year 1994 -- the latest year for which complete information is available -- the number of U.S. and foreign international exchanges and training participants programmed through USIA activities increased to 34,378 (11,081 Americans, 23,297 foreign visitors), up about 20 percent from 28,435 in fiscal year 1993.
- USIA exchanges and training included 66 programs, \$388 million in federal funding (68%), \$146 million in private sector support (26%) and \$39 million in foreign government support (6%).
- With 15,723 participants -- 46 percent of USIA exchanges worldwide -- Russia, the NIS of the former Soviet Union, and Eastern Europe remain far and away the leading geographical region for exchanges supported by the Agency, followed by Western Europe (21%). (See Table 1.)

Table 1: USIA Exchanges by World Region

Region	Americans	Foreign Visitors	Total Participants	% of World Total
EEN	4,886	10,837	15,723	46%
WEU	2,246	5,017	7,263	21%
AR	1,498	1,841	3,339	10%
EA	822	2,486	3,308	9%
NEA	1,002	1,688	2,690	8%
AF	627	1,428	2,055	6%

- USIA's leading single largest exchanges partner was Russia with 7,716 U.S. and foreign participants, 22 percent of the Agency's worldwide total. Twenty-two percent (5,075) of all USIA foreign exchange visitors came from Russia, while 24 percent (2,641) of all Americans exchange participants went there, making it both the leading country of origin for foreign exchange visitors to the United States and the leading destination of American participants in USIA exchange programs.

International Exchanges and Training

February 1996

- Other leading USIA international exchanges and training partners included Germany which was second with 3,342 (9.7%) followed by Ukraine with 1,787 (5.2%), Poland with 803 (2.3%), and China with 703 (2.0%). Twenty countries accounted for 60 percent of USIA exchanges. (See Table 2.)

Table 2: USIA Exchanges by Leading Countries

Country	Americans Going to	Visitors Coming from	Total USIA Participants	% of World Total
Russia	2,641	5,075	7,716	22.4%
Germany	861	2,481	3,342	9.7%
Ukraine	579	1,208	1,787	5.2%
Poland	270	533	803	2.3%
China	143	560	703	2.0%
Hungary	161	432	593	1.7%
Mexico	285	292	577	1.7%
India	208	336	544	1.6%
Romania	134	383	517	1.5%
United Kingdom	213	295	508	1.5%
France	201	262	463	1.4%
Brazil	250	210	460	1.3%
Argentina	231	199	430	1.3%
Japan	124	305	429	1.2%
Kazakstan	114	297	411	1.2%
Czech Republic	118	274	392	1.1%
Bulgaria	108	281	389	1.1%
Netherlands	97	285	382	1.1%
South Africa	89	285	374	1.1%
Korea (South)	89	265	354	1.0%

International Exchanges and Training

February 1996

- USIA's exchanges were in government/public policy (21.4%), business/free market economics (17.0%), arts/humanities (16.0%), other social sciences (15.8%), scientific and technical fields (9.4%), education (9.0%), media/communications (7.2%), and English as a Foreign Language (2.7%). (See Tables 3 and 4.)

Table 3: USIA Exchanges by Fields of Study

USIA Fields of Study	No. of USIA Exchanges	% of USIA Total
Government/Public Policy	7,363	21.4%
Business/Free Market Economics	5,845	17.0%
Arts/Humanities	5,512	16.0%
Other Social Sciences	5,463	15.8%
Education	3,104	9.0%
Media/Communicaton	2,485	7.2%
Environment	1,386	4.0%
EFL	919	2.7%
Physical Sciences/Technology	926	2.7%
Health/LifeSciences	729	2.1%
Transportation/Urban Studies	254	0.7%
Engineering	215	0.6%
Unattributable	204	0.6%

International Exchanges and Training

February 1996

Table 4: USIA Exchanges by Fields of Study by World Region

Fields of Study	AF	AR	EA	EEN	NEA	WEU
Govt./PP	25.9%	14.7%	18.4%	17.5%	18.1%	34.9%
Business/FME	9.5%	10.1%	10.1%	26.2%	5.3%	11.7%
Arts/Humanities	14.9%	32.6%	15.2%	13.0%	20.4%	14.2%
Other Soc. Sci.	6.9%	10.1%	11.7%	18.1%	22.2%	10.8%
EFL	5.1%	2.6%	3.3%	2.6%	2.7%	1.9%
Environment	5.3%	4.7%	6.2%	4.5%	3.2%	1.6%
Engineering	0.5%	1.1%	0.2%	0.2%	0.8%	1.5%
Health/Life Sci.	5.5%	4.5%	2.3%	0.4%	4.4%	2.8%
Phys. Sci./Tech.	1.2%	4.1%	3.6%	1.0%	4.6%	5.1%
Tran./Urban St.	0.7%	1.3%	1.1%	0.5%	1.5%	0.7%
Education	11.4%	6.3%	17.9%	10.2%	6.1%	4.8%
Media/Comm.	12.3%	6.7%	9.0%	5.9%	7.1%	8.2%
Unattributable	0.7%	1.1%	1.0%	0.0%	3.8%	2.0%

- Citizen and academic exchange participants comprise the largest number of USIA international exchanges and training participants with 13,208 and 13,186 respectively, about 77 percent of the total. (See Table 5.)

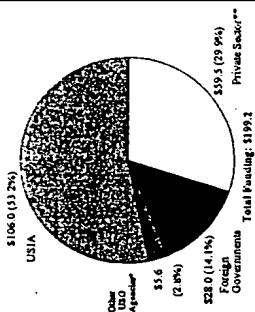
Table 5: Total USIA Exchanges (U.S./Foreign) by Major Program Groupings

Major USIA Program Group	Share of all Exchanges	Pct. of all Exchanges
Citizen Exchanges (E/P)	13,208	38.4%
Academic Programs (E/A)	13,186	38.4%
International Visitors (E/V)	5,566	16.2%
Arts Exchanges (E/D)	1,456	4.2%
Speakers (now I)	783	2.3%
Foreign Media Training (now BIB)	171	0.5%

*Percentages do not always equal 100 owing to rounding.

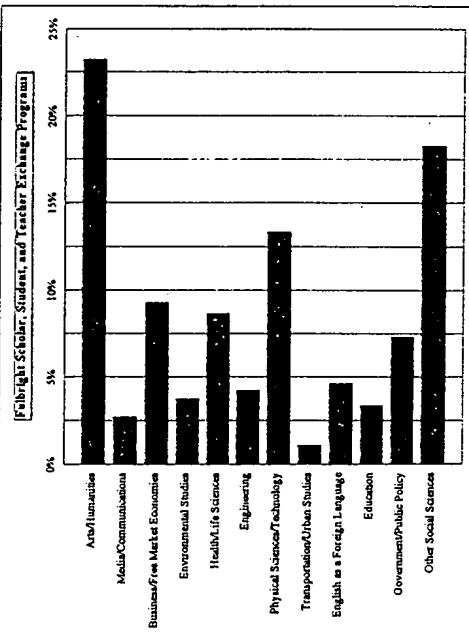
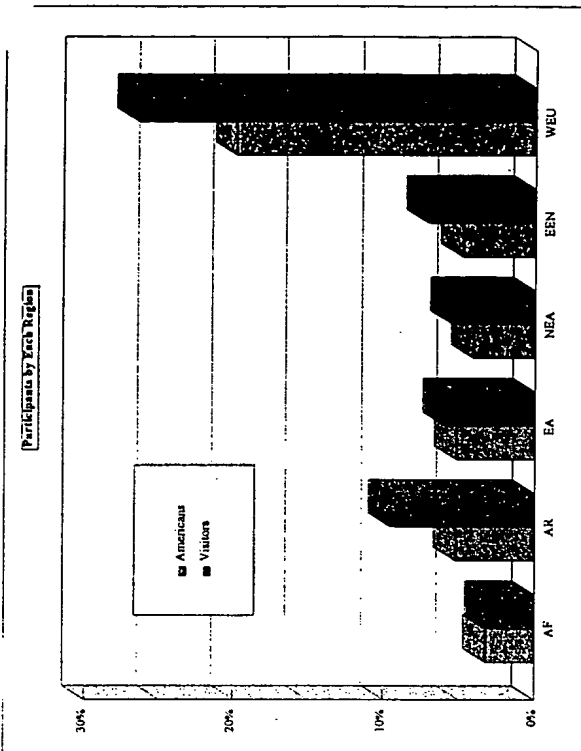
Fulbright Scholar, Student, and Teacher Exchange Programs Combined

Funding in \$ Millions



Number of Participants in Each Region and Field of Study

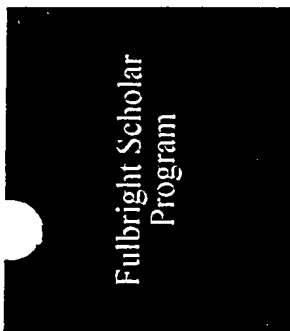
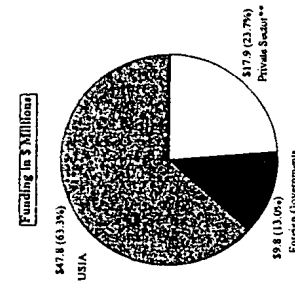
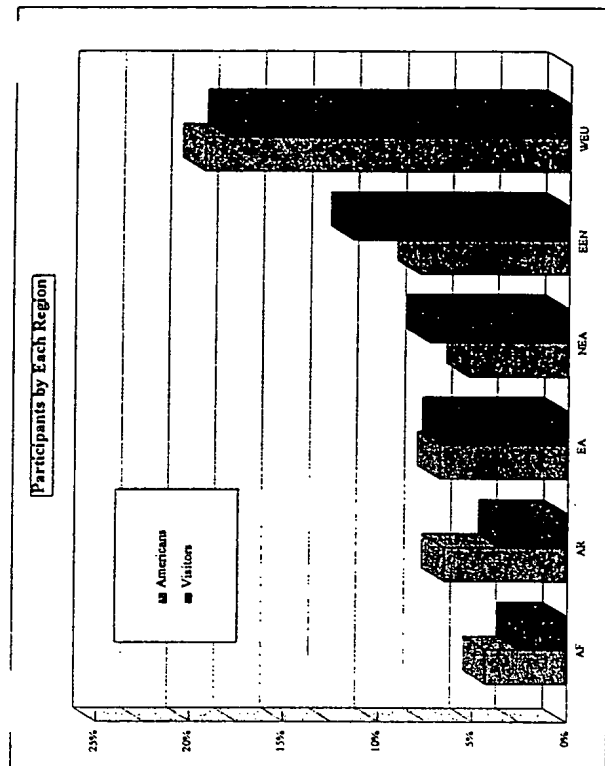
Field of Study	AF	AR	EA	EEN	MEA	WEU	Total
Arts/Humanities	70	98	160	128	76	566	1,097
Business/Communications	7	19	23	13	49	128	239
Business/Free Market Economics	25	60	76	58	28	181	440
Environmental Studies	45	52	21	25	52	175	395
Health/Life Sciences	41	73	19	42	52	185	412
Engineering	9	37	5	24	16	107	200
Physical Sciences/Technology	16	102	29	61	64	358	630
Transportation/Urban Studies	6	5	16	6	19	52	99
English as a Foreign Language	18	34	30	38	7	93	220
Education	24	15	28	10	10	73	159
Government/Public Policy	36	86	48	40	27	346	537
Other Social Sciences	30	116	65	106	141	405	863
TOTAL	302	697	525	560	451	2,188	4,723



Region	Americans	Visitors	Total
AF	21	39	60
South Africa	11	13	24
Senegal	8	14	22
Nigeria	14	6	20
Zimbabwe	13	6	19
Ghana	86	70	156
Other			
Total	154	148	302
EA	8	14	22
Japan	60	59	119
Australia	29	27	56
New Zealand	30	26	56
South Korea	21	24	45
Other	78	116	194
Total	245	280	525
EEN	14	6	20
India	40	33	73
Morocco	22	44	66
Israel	22	33	55
Egypt	20	20	40
West Bank & Gaza	2	30	32
Other	82	97	179
Total	184	257	441
WEU	269	167	436
Germany	135	167	302
United Kingdom	56	79	135
Spain	56	71	127
France	345	525	870
Other			
Total	938	1,260	2,198

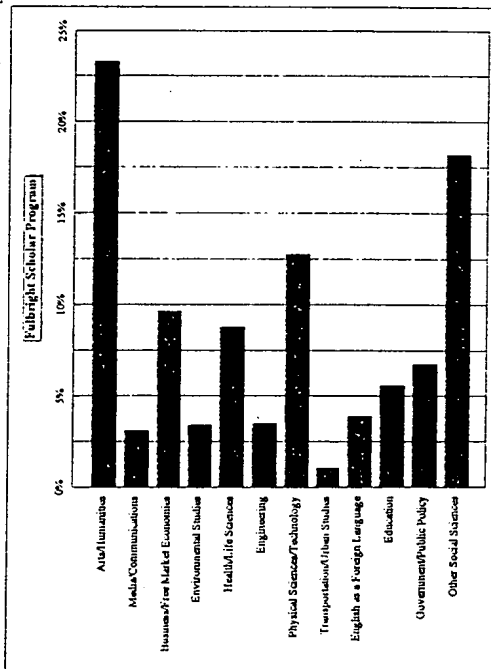
*Freedom Support, Department of Education, AID
**University tuition waivers, cooperating private organizations' cost sharing

Source data: USIA International Exchange and Training Activities of the U.S. Government statistical database



Number of Participants in Each Region and Field of Study

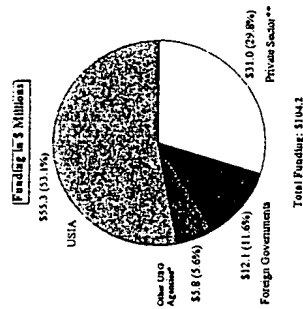
Field of Study	AF	AR	EA	EEN	NEA	WEU	Total
Anthropology	32	10	15	15	36	31	149
Business	11	17	38	51	22	42	183
Business/Free Market Economics	5	13	10	15	7	14	64
Environmental Studies	23	21	3	15	36	71	169
Health/Life Sciences	3	4	3	15	14	28	67
Physical Sciences/Technology	11	11	13	44	48	113	240
Transportation/Urban Studies	1	10	5	8	4	7	45
Engineering	3	10	8	9	2	35	77
Education	4	5	25	10	10	29	105
Government/Public Policy	14	29	18	22	17	26	147
Other Social Sciences	14	40	38	73	50	127	342
TOTAL:	127	190	253	366	240	705	1,881



Source data: International Exchange and Training Activities of the U.S. Government statistical database

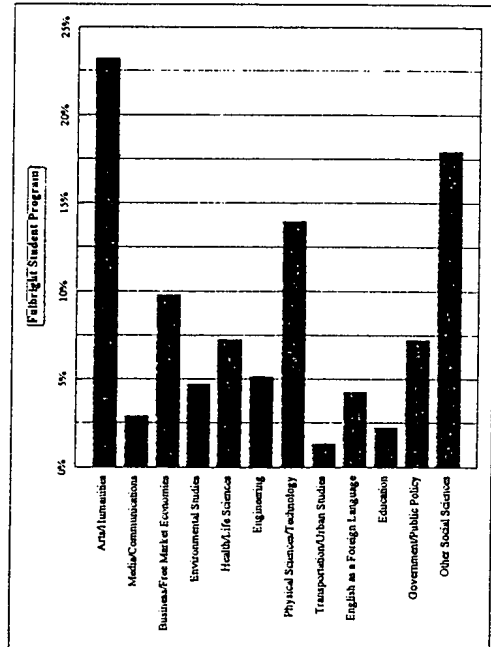
**University tuition waivers, cooperating private organizations' cost-sharing

Office of Policy and Evaluation



Number of Participants in Each Region and Field of Study

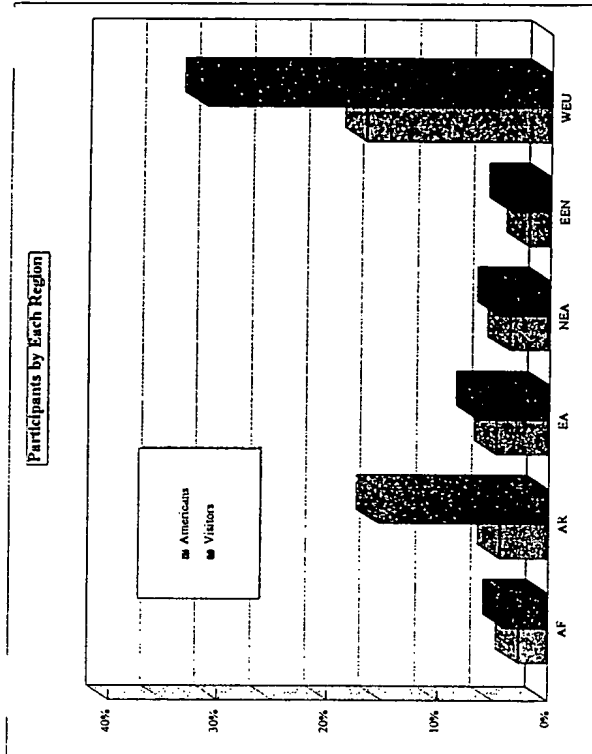
Field of Study	AF	AR	EA	EEN	NEA	WEU	Total
Arts/Humanities	34	53	79	29	40	324	558
Business/Communications	5	10	8	3	10	35	70
Business/Economics	16	43	38	16	6	116	235
Business/Finance	11	18	16	7	6	35	113
Business/Health Sciences	18	58	16	10	2	46	175
Engineering	6	33	3	10	2	72	144
Physical Sciences/Technology	5	51	16	11	16	197	335
Transportation/Urban Studies	5	5	5	8	3	12	32
English as a Foreign Language	8	10	25	3	3	58	103
Education	16	10	3	3	3	23	54
Government/Political Science	24	57	30	7	10	46	175
Other Social Sciences	13	16	27	27	91	197	431
TOTAL:	161	477	272	137	201	1,158	2,406



*Freedom Support Department of Education AIO

**University labor markets, cooperating private organizations' cost-sharing

Source data: USA International Exchange and Training Activities of the U.S. Government statistical database

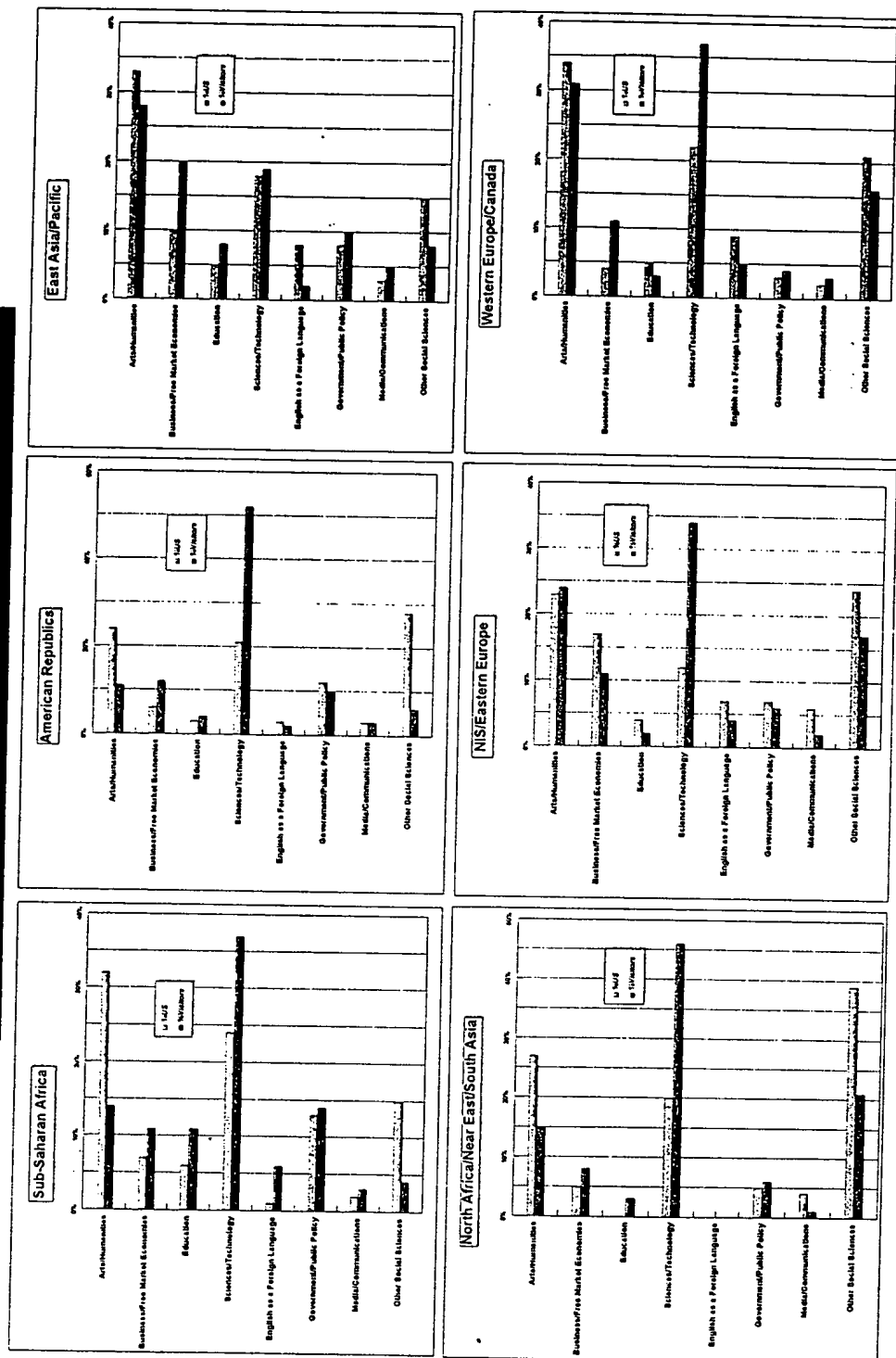


Region	Americans	Visitors	Total
AF	66	95	161
AR	21	102	123
EA	13	16	29
NEA	107	370	477
WEU	89	112	201
Total	161	477	2,406

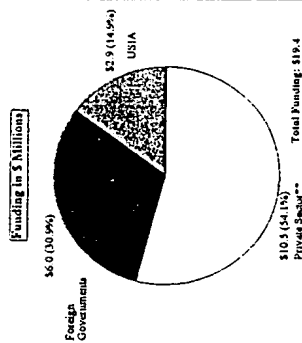
Region	Americans	Visitors	Total
AF	66	95	161
AR	21	102	123
EA	13	16	29
NEA	107	370	477
WEU	89	112	201
Total	161	477	2,406

Office of Policy and Evaluation

Fields of Study Comparison for
Bright Scholars and Students
By Region in FY 1994
(Percentage of Americans Going and Visitors Coming)



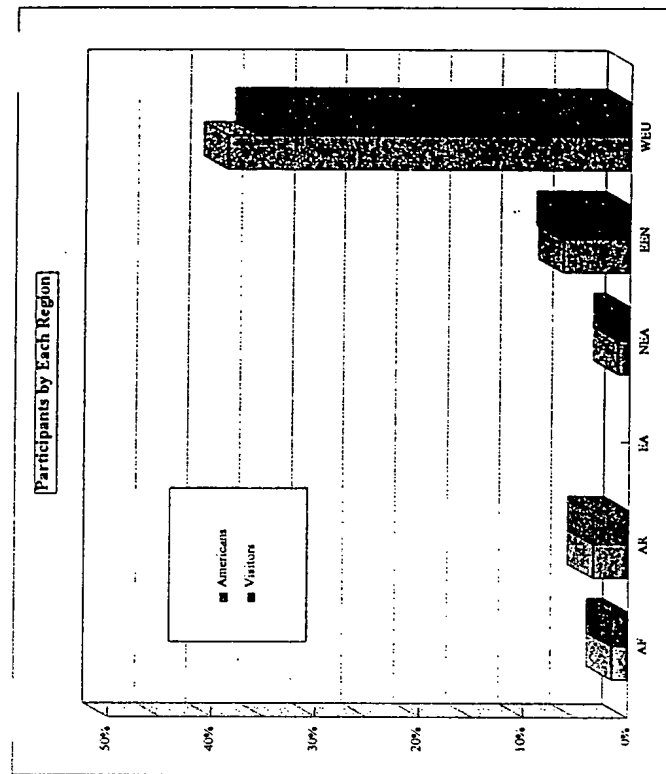
Fulbright Teacher Exchange Program



Number of Participants in Each Region and Field of Study

Field of Study	AF	AR	EA	EEN	NEA	WEU	Total
Mathematics	4	15	11	5	85	101	23
Medicine					65	70	135
Business/Free Market Economics					10	10	20
Environmental Studies					49	55	104
Health/Life Sciences					17	5	22
Engineering					33	44	77
Physical Sciences/Technology					11	6	17
Transportation/Urban Studies					6	81	87
English as a Foreign Language					57	10	67
Education					33	44	77
Government/Public Policy					6	81	87
Other Social Sciences					57	10	67
TOTAL:	14	30	0	57	10	325	436

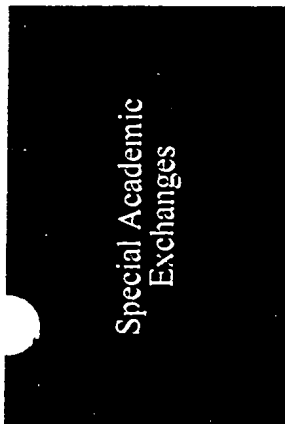
Participants by Each Region



Field of Study	Americans	Visitors	Total
AF	3	3	6
AR	1	1	2
EA	7	7	14
EEN	5	5	10
NEA	11	11	22
WEU	85	101	186
Total	112	128	240

Field of Study	Americans	Visitors	Total
AF	3	3	6
AR	1	1	2
EA	7	7	14
EEN	5	5	10
NEA	11	11	22
WEU	85	101	186
Total	112	128	240

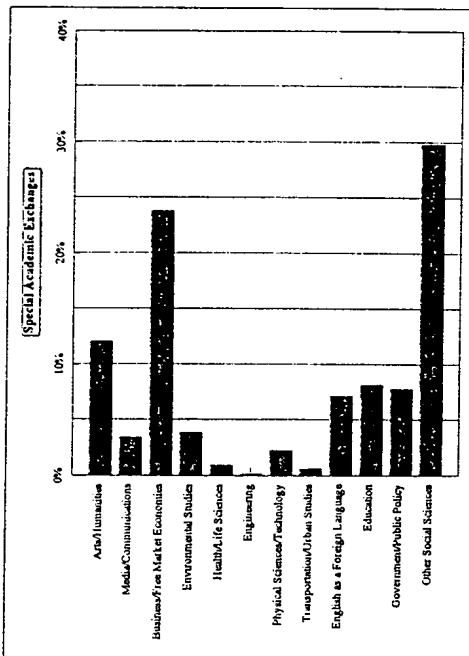
*University tuition waivers, cooperating private organizations' cost sharing.



Number of Participants in Each Region and Field of Study

Field of Study	AF	AR	EA	EEN	NEA	WEU	Total
Arts/Humanities	53	140	207	232	119	211	961
Business	10	27	54	155	23	23	269
Business/Free Market Economics	14	7	12	127	4	414	1,892
Environmental Studies	22	10	134	116	21	3	385
Health/Life Sciences	13	4	10	8	39	1	75
Engineering	2	2	2	5	8	1	18
Physical Sciences/Technology	2	17	76	83	1	179	358
Transportation/Urban Studies	3	1	1	40	3	2	50
English as a Foreign Language	79	36	69	331	31	28	574
Education	17	33	306	282	10	4	651
Government/Public Policy	21	38	74	471	11	10	624
Other Social Sciences	58	111	215	1,242	401	345	2,372
TOTAL*	283	483	1,246	4,237	674	1,018	7,961

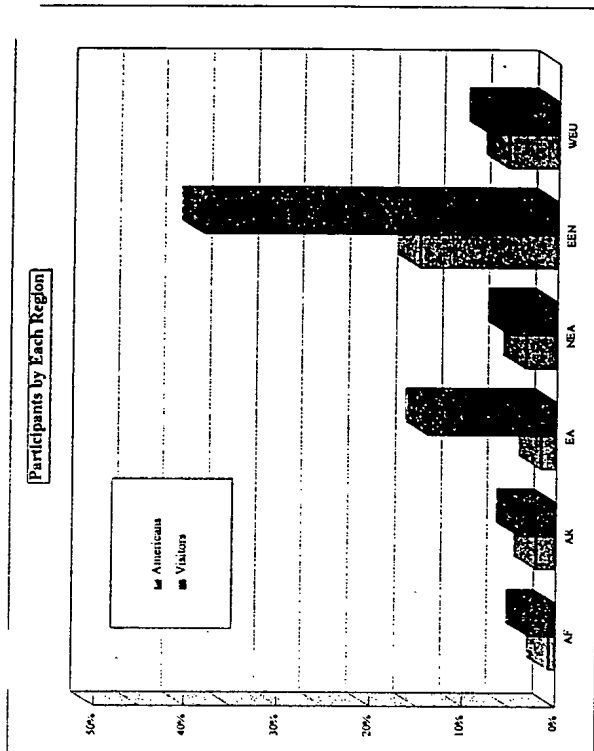
* Total excludes 502 participants not attributed to regions



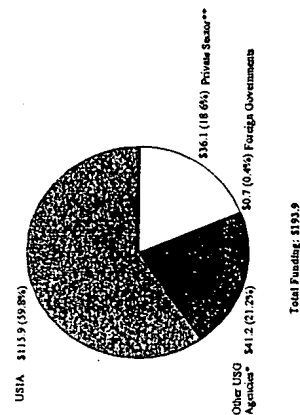
*Freedom Support, Department of Education, AID

**University tuition waivers, cooperating private organizations cost-sharing

Source data: International Exchange and Training Activities of the U.S. Government statistical database

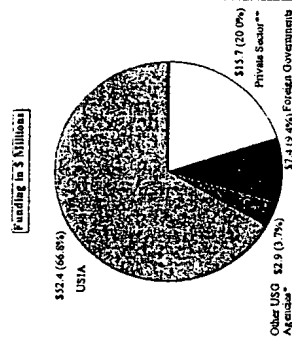
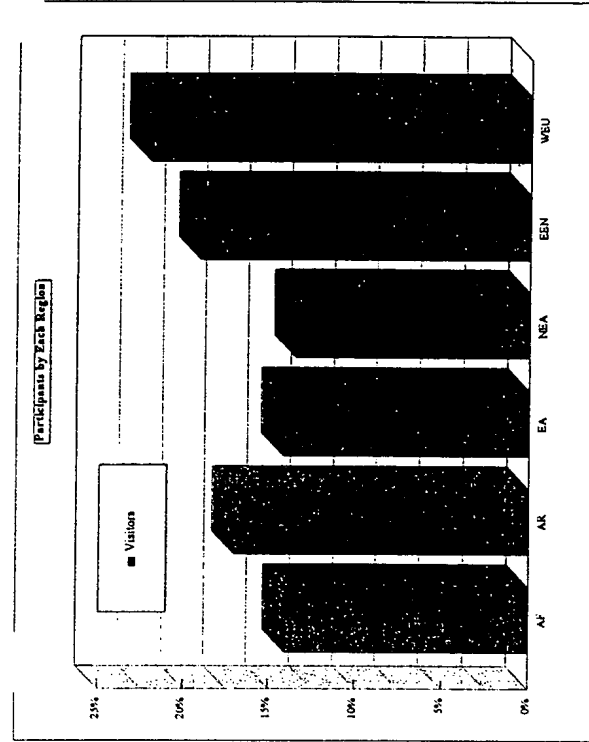


Funding in \$ Millions



Country specific data unavailable

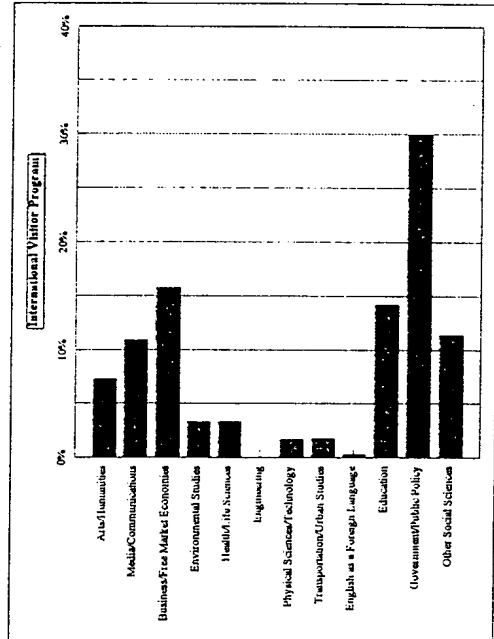
Office of Policy and Evaluation



International Visitor Program

Number of Participants in Each Region and Field of Study

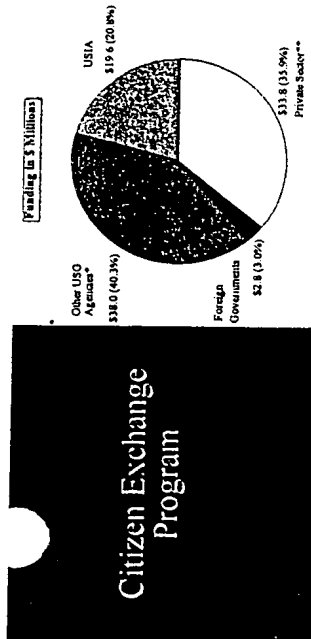
Field of Study	AF	AR	EA	EEN	NEA	WEU	Total
Administrative	40	87	67	30	83	101	407
Business/Commerce	75	119	104	103	143	606	1130
Business/Economics	11	152	90	220	75	231	878
Environmental Studies	21	46	27	28	13	58	183
Health/Life Sciences	57	44	38	9	21	167	336
Engineering	5	15	12	6	50	93	175
Physical Sciences/Technology	3	34	17	15	7	24	100
Transportation/Urban Studies	175	133	203	57	86	137	791
Education	214	230	188	281	282	436	1,670
English as a Foreign Language	23	72	37	337	72	94	635
Other Social Sciences							
TOTAL:	783	949	790	1,065	751	1,229	5,567



*Freedom Support, Department of Education, AID

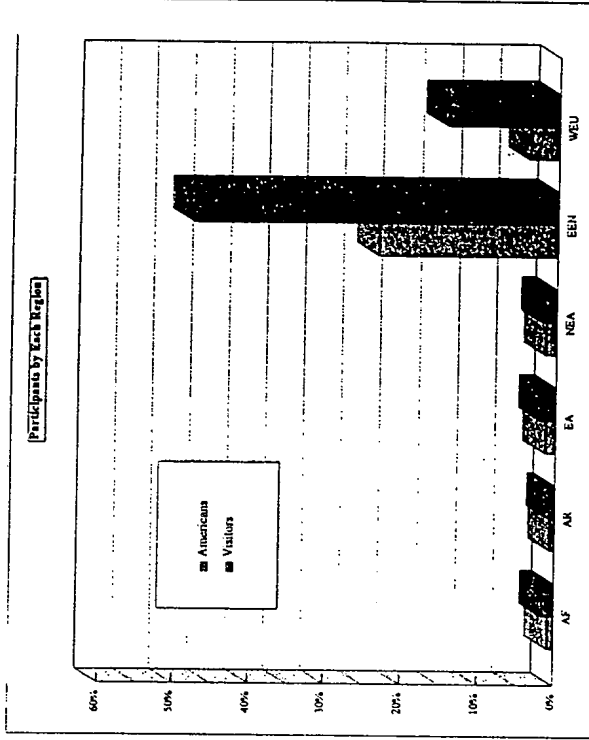
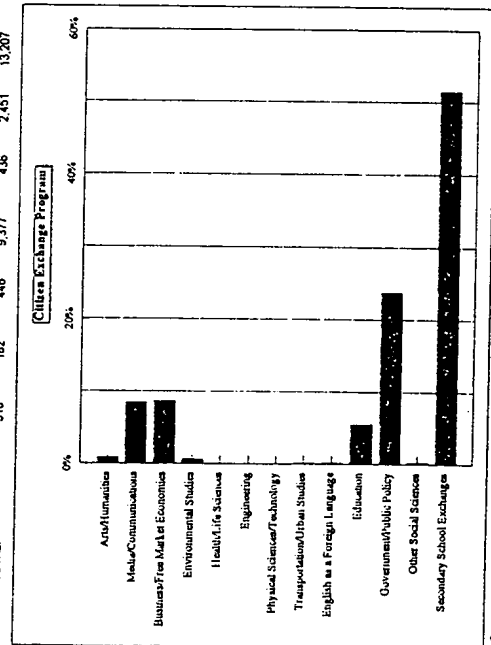
**University tuition waivers, cooperating private organizations' cost-sharing

Source data: USA International Exchange and Training Activities of the U.S. Government statistical database



Number of Participants in Each Region and Field of Study

Field of Study	AF	AR	EA	EEN	NEA	WEU	Total
Arts/Humanities	79	38	67	513	44	375	1,111
Media/Communications	32	27	45	1,027	9	1,140	1,141
Business/Free Market Economies	47	9	18	0	31	0	95
Environmental Studies	0	0	0	0	0	0	0
Engineering	0	0	0	0	0	0	0
Health/Life Sciences	0	0	0	0	0	0	0
Physical Sciences/Technology	0	0	0	0	0	0	0
Transportation/Urban Studies	0	0	0	0	0	0	0
English as a Foreign Language	0	0	0	0	0	0	0
Education	158	108	45	513	49	125	732
Government/Public Policy	0	0	28	513	141	1,951	3,141
Other Social Sciences	0	0	20	6,810	12	22	6,842
Secondary School Exchanges	0	0	0	0	0	0	0
TOTAL:	316	182	446	9,377	438	2,451	13,207

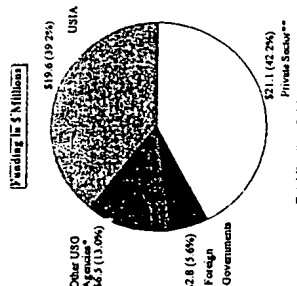


AF	AR	EA	EEN	NEA	WEU	Total
Nigeria	17	31	48	0	0	96
South Africa	4	35	39	0	0	78
Uganda	17	17	34	0	0	68
Namibia	2	23	25	0	0	50
Tanzania	4	18	22	0	0	44
Other	66	82	148	0	0	296
Total	110	208	316	0	0	634
EA	AR	EEN	NEA	WEU	Total	
China	74	134	208	0	0	416
South Korea	14	33	47	0	0	94
Indonesia	14	24	38	0	0	76
Japan	28	12	38	0	0	78
Taiwan	8	17	25	0	0	50
Other	46	44	90	0	0	180
Total	182	264	446	0	0	892
EEN	AR	EEN	NEA	WEU	Total	
Hungary	1,834	3,349	5,203	0	0	10,386
Kirgiz	494	881	1,375	0	0	2,750
Poland	190	348	538	0	0	1,076
Czech Republic	68	228	296	0	0	592
Romania	46	142	214	0	0	402
Other	428	1,294	1,773	0	0	3,495
Total	3,083	6,294	9,377	0	0	18,754

*Freedom Support Department of Education, AID
**University tuition waivers, cooperating private organizations' cost sharing
***Reflects 1,200 Germans to U.S. under German American Partnership Program (GAPP) not reported by EP in 1994 to be included in 1994 Exchange Report
Source data: USA International Exchange and Training Activities of the U.S. Government Statistical Database

Office of Policy and Evaluation

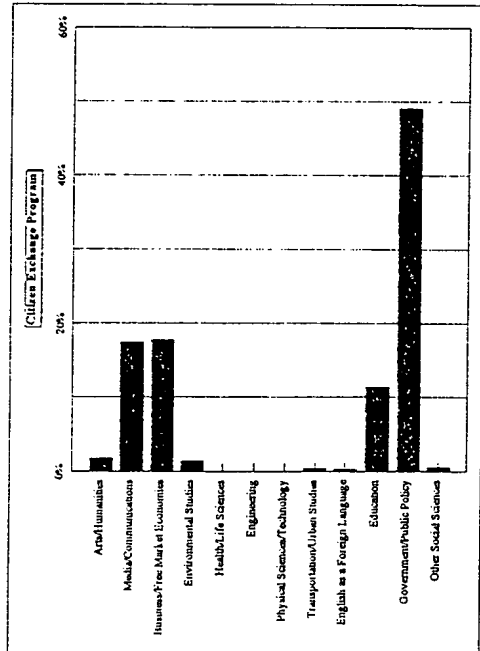
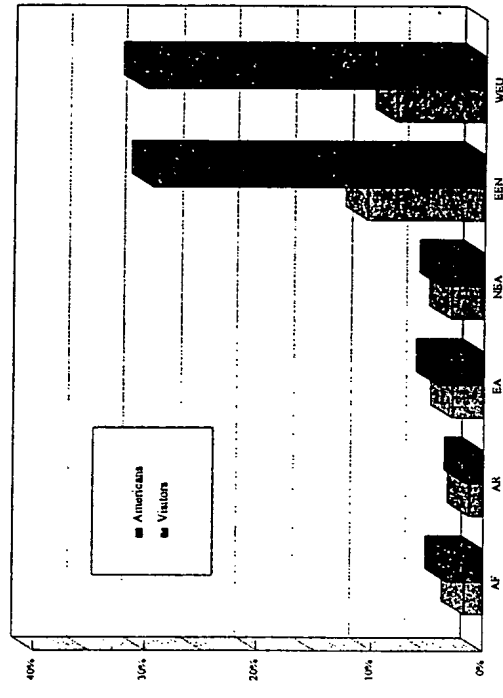
Citizen Exchange Program (excluding NIS Youth Exchange)



Number of Participants in Each Region and Field of Study

Field of Study	AF	AR	EA	EEN	NEA	WEU	Total
Arts/Humanities	79	36	67	513	44	375	1,111
Business/Communications	22	27	45	1,027	9	1,139	2,464
Business/Economics	47	9			31	87	167
Environmental Studies							0
Health/Physical Sciences							0
Engineering							0
Physical Sciences/Technology							0
Transportation/Urban Studies							0
Language as a Foreign Language							0
Government/Public Policy	158	109	45	513	49	125	732
Other Social Sciences			20	513	12	1,961	3,141
TOTAL:	316	182	446	2,567	436	2,451	6,398

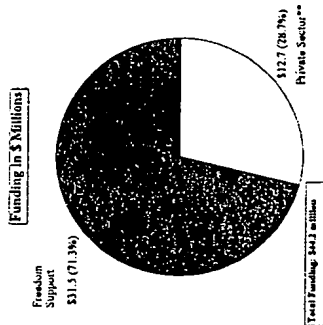
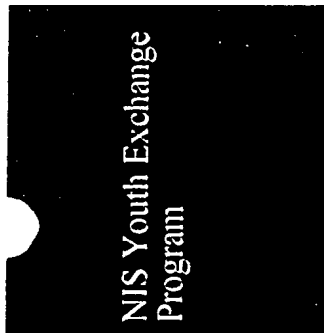
Participants by Each Region



Field of Study	AF	AR	EA	EEN	NEA	WEU	Total
Arts/Humanities	17	31	48	39	32	64	181
Business/Communications	4	35	39	17	15	30	140
Business/Economics	7	23	34	12	19	31	126
Environmental Studies	2	18	22	2	6	9	59
Health/Physical Sciences	66	82	148	24	26	50	396
Engineering	110	206	316	82	100	182	1,006
Physical Sciences/Technology	74	134	208	32	64	126	538
Transportation/Urban Studies	14	24	38	11	43	84	214
Language as a Foreign Language	8	17	25	26	19	45	134
Education	46	44	90	43	74	117	414
Government/Public Policy	182	264	446	190	246	436	2,364
Other Social Sciences	136	463	599	475	1,880	2,355	6,413
TOTAL:	678	1,889	2,567	513	1,938	2,451	12,036

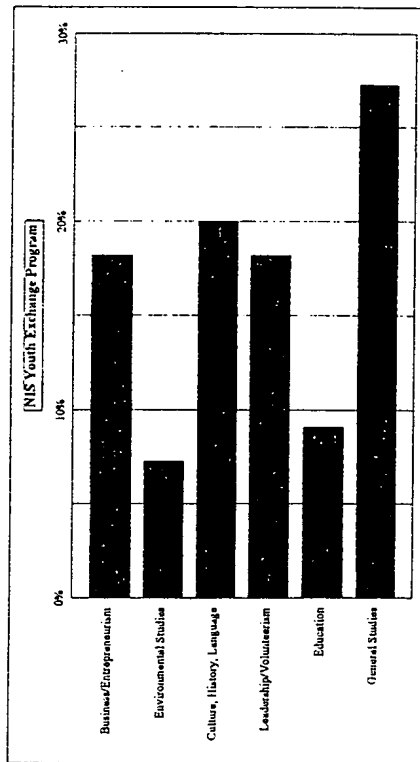
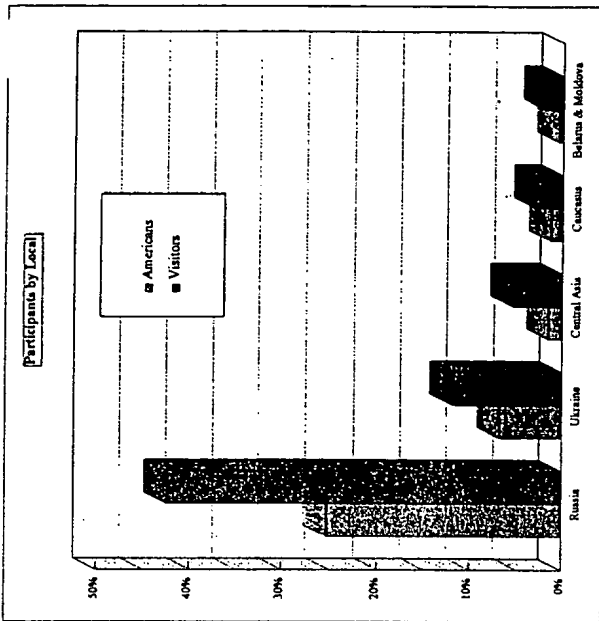
Source data: USA: International Exchange and Training Activities of the U.S. Government statistical database

*Freedom Support, Department of Education, AID
**University tuition waivers, cooperating private organizations' cost-sharing
***Reflects 1,200 Germans to U.S. under German American Partnership Program (GAPP) not reported by EEP in time to include in 1994 Exchanges Report.



Number of Participants in Each Region and Field of Study

Field of Study	AF	AR	EA	EEN	NEA	WEU	Total
Business/Entrepreneurism				1,238			1,238
Environmental Studies				495			495
Culture, History, Language				1,362			1,362
Leadership/Volunteerism				1,239			1,239
Education				619			619
General Studies				1,857			1,857
TOTAL:	0	0	0	6,810	0	0	6,810



EEN	Americans	Visitors	Total
Russia	1,716	2,886	4,604
Ukraine	464	806	1,270
Central Asia	55	110	165
Caucasus	33	66	99
Belarus & Moldova	44	88	132
Georgia	44	88	132
Belarus	24	48	72
Uzbekistan	8	16	24
Moldova	8	16	24
Tajikistan	48	96	144
Kyrgyzstan	45	90	135
Azerbaijan	35	70	105
Total	2,405	4,405	6,810

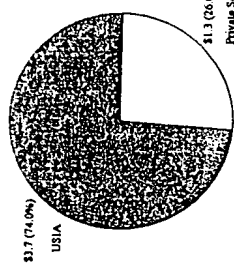
**University tuition waivers, covering private organizations' cost-sharing

Source data: USA International Exchange and Training Activities of the U.S. Government statistical database

Office of Policy and Evaluation



Funding in \$ Millions

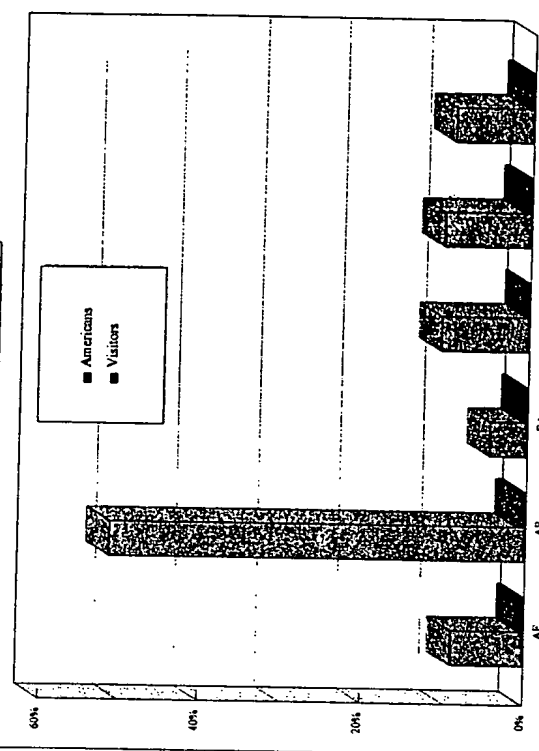


Total Funding: \$5.0

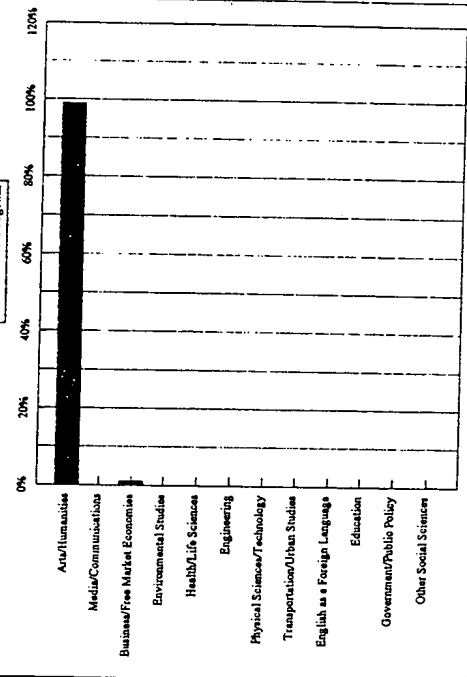
Number of Participants in Each Region and Field of Study

Field of Study	AF	AR	EA	EEN	NEA	WEU	Total
Arts/Humanities	141	761	75	153	162	149	1,441
Media/Communications							
Business/Free Market Economies							
Environmental Studies							
Health/Life Sciences				15			15
Engineering							0
Physical Sciences/Technology							0
Transportation/Urban Studies							0
English as a Foreign Language							0
Education							0
Government/Public Policy							0
Other Social Sciences							0
TOTAL:	141	761	75	153	162	149	1,456

Participants by Each Region

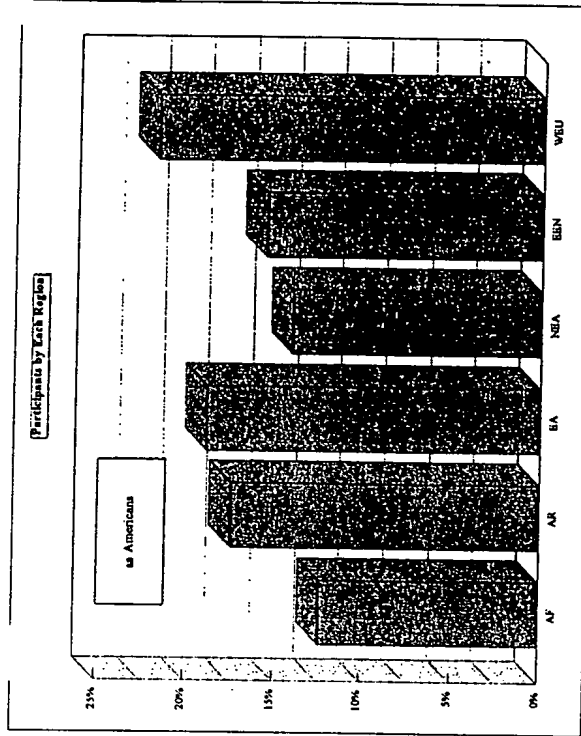
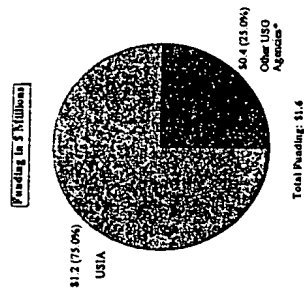


Arts America Program



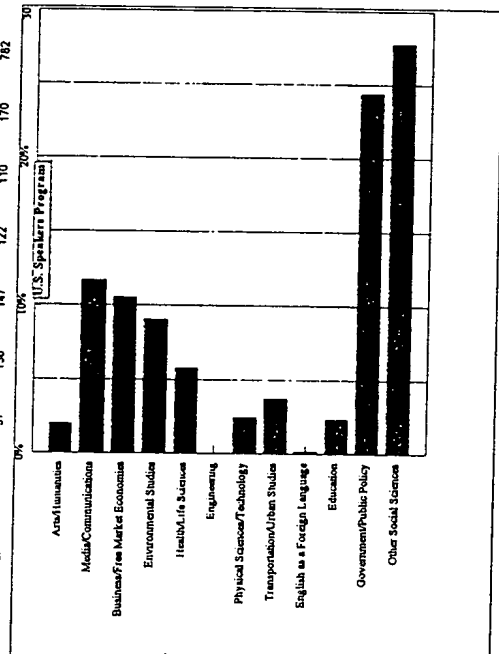
Source data: International Exchange and Training Activities of the U.S. Government Statistical database

Office of Policy and Evaluation



Number of Participants in Each Region and Field of Study

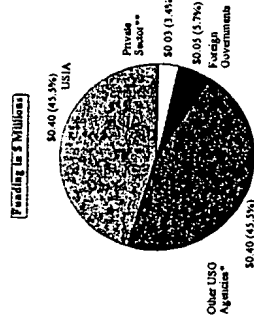
Field of Study	AF	AR	EA	EEN	NEA	WEU	Total
Adm/Humanities	18	8	2	2	3	9	16
Media/Communications	7	11	19	26	11	10	92
Business/Free Market Economies	1	22	18	16	24	83	164
Environmental Studies	2	26	10	1	2	45	86
Engineering	2	3	2	2	6	5	19
Health/Life Sciences	2	1	2	12	9	3	29
Physical Sciences/Technology	35	29	28	59	16	5	161
Transportation/Urban Studies	31	29	48	9	41	63	217
English as a Foreign Language							
Government/Public Policy							
Other Social Sciences							
TOTAL	97	136	147	122	110	170	782



Field of Study	AF	AR	EA	EEN	NEA	WEU	Total
South Africa	12	12	12	12	12	12	60
Ethiopia	6	6	6	6	6	6	36
Tanzania	6	6	6	6	6	6	36
Kenya	5	5	5	5	5	5	25
Ghana	4	4	4	4	4	4	20
Other	62	62	62	62	62	62	372
Total	97	97	97	97	97	97	584
South Korea	27	27	27	27	27	27	162
Thailand	15	15	15	15	15	15	90
Hong Kong	11	11	11	11	11	11	66
Indonesia	9	9	9	9	9	9	54
Other	68	68	68	68	68	68	408
Total	147	147	147	147	147	147	882
Russia	32	32	32	32	32	32	192
Croatia	13	13	13	13	13	13	78
Romania	10	10	10	10	10	10	60
Estonia	9	9	9	9	9	9	54
Hungary	7	7	7	7	7	7	42
Other	51	51	51	51	51	51	306
Total	122	122	122	122	122	122	734

*Freedom Support, Department of Education, AID
Source data: International Exchange and Training Activities of the U.S. Government statistical database

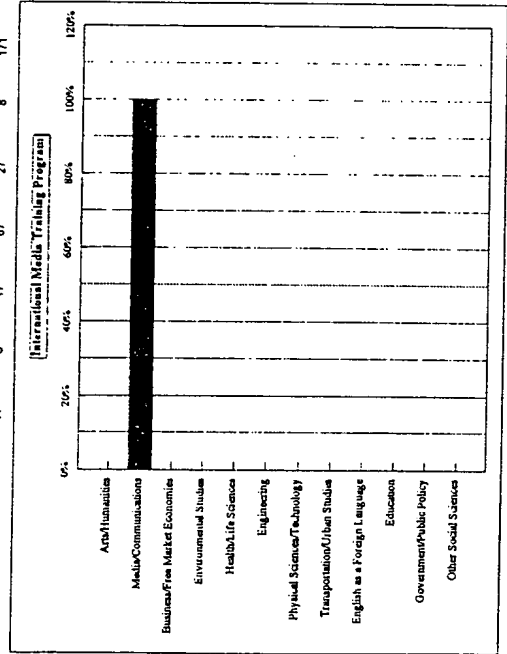
International Media Training Program



Total Funding: \$0.8

Number of Participants in Each Region and Field of Study

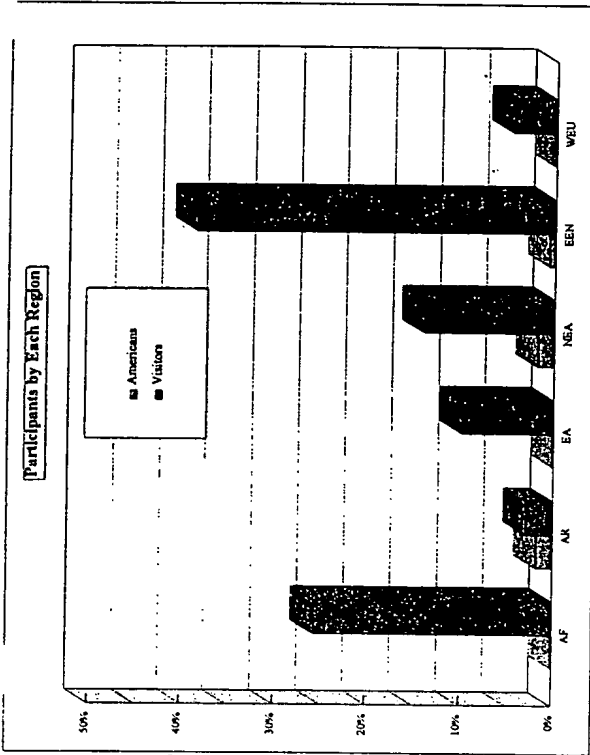
Field of Study	AF	AR	EA	EEN	NEA	WEU	Total
Arts/Humanities							0
Media/Communications	44	8	17	67	27	8	171
Business/Free Market Economics							0
Environmental Studies							0
Health/Life Sciences							0
Engineering							0
Physical Sciences/Technology							0
Transportation/Urban Studies							0
English as a Foreign Language							0
Education							0
Government/Public Policy							0
Other Social Sciences							0
TOTAL:	44	8	17	67	27	8	171



*Freedom Support, Department of Education, AID

**University tuition waivers, cooperating private organizations' cost-sharing

Source data: International Exchange and Training Activities of the U.S. Government statistical database



Region	Americans	Visitors	Total
AF	10	4	14
EA	4	4	8
NEA	4	4	8
EEN	3	3	6
WEU	3	3	6
Other	20	20	40
Total	44	44	88

Region	Americans	Visitors	Total
AF	10	4	14
EA	4	4	8
NEA	4	4	8
EEN	3	3	6
WEU	3	3	6
Other	20	20	40
Total	44	44	88

Office of Policy and Evaluation

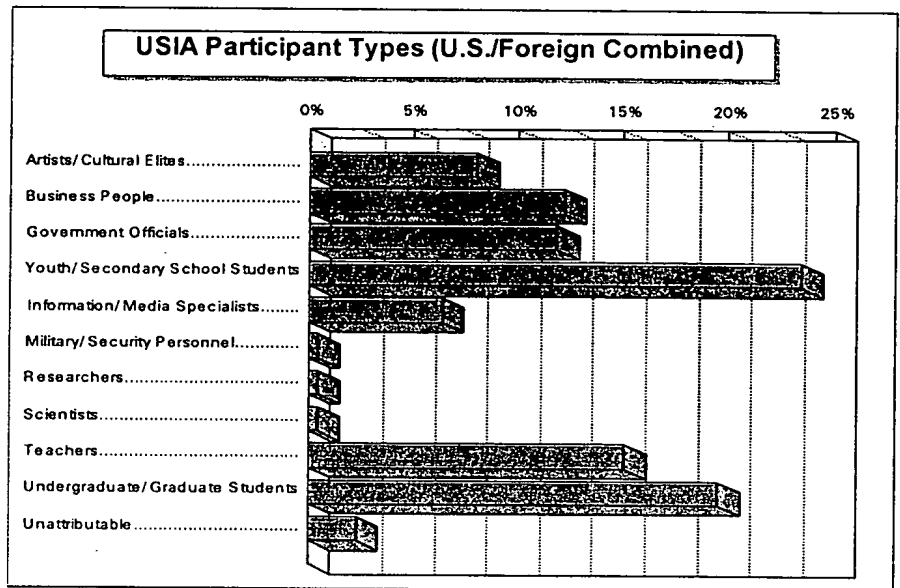
TYPES OF PARTICIPANTS IN USIA INTERNATIONAL EXCHANGES AND TRAINING PROGRAMS

SUMMARY

There were 34,378 American and foreign participants in U.S. Information Agency (USIA) international exchange and training programs in FY 1994.

This is an increase of 18% compared to the total that program elements reported in FY 1993.

The single largest group of USIA participants are Youth and Secondary School Students followed by Undergraduate and Graduate Students.



DATA

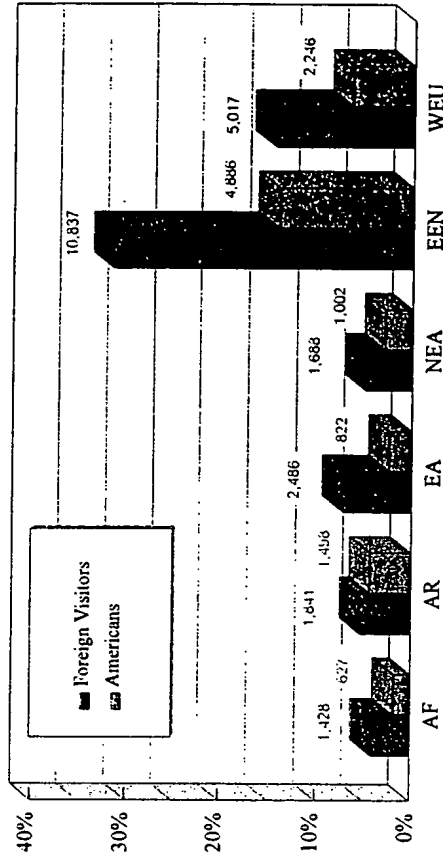
The Office of Policy and Evaluation of USIA's Bureau of Educational and Cultural Affairs developed this data under the rubric of the USIA report *International Exchange and Training Activities of the U.S. Government* (1994).

DATA

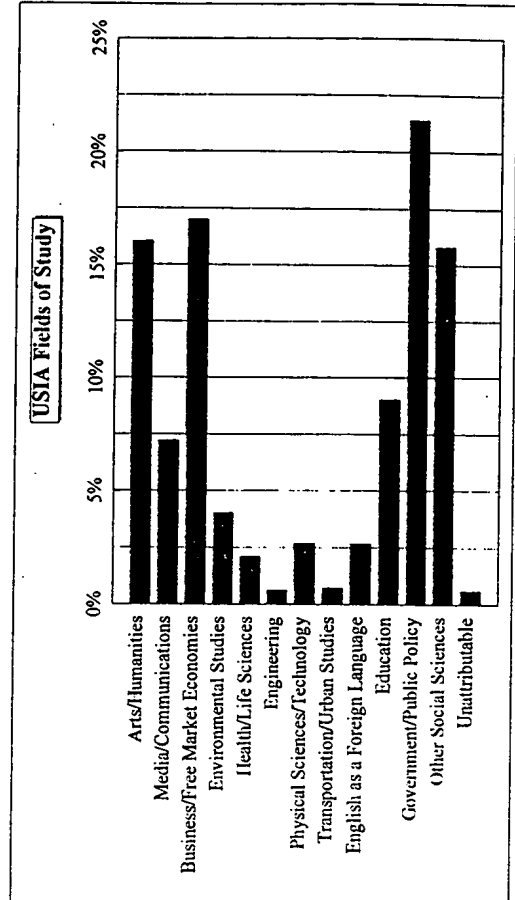
Category	No.	Pct.
-----	-----	-----
Artists/Cultural Elites	2,755	8.0%
Business People	4,186	12.2%
Government Officials	4,065	11.8%
Youth/Secondary School Students	8,052	23.4%
Information/Media Specialists	2,204	6.4%
Military/Security Personnel	145	0.4%
Researchers	154	0.4%
Scientists	152	0.4%
Teachers	5,179	15.1%
Undergraduate/Graduate Students	6,701	19.5%
Unattributable	785	2.3%
Total	34,378	100.0%

USIA-sponsored International Educational Exchanges and Training: A Global View

USIA Foreign and American Participants



Region	Foreign Visitors	%	Region	Americans	%
Russia	5,075	21.8%	Russia	2,641	23.8%
Germany	2,481	10.6%	Germany	861	7.8%
Ukraine	1,196	5.1%	Ukraine	565	5.1%
China	560	2.4%	Mexico	285	2.6%
Poland	533	2.3%	Poland	270	2.4%
Other	13,452	57.7%	Other	6,459	58.3%
Total	23,297	100.0%	Total	11,081	100.0%



Field of Study	1994 USIA Participants	Percent of Total
Arts/Humanities	5,512	16.0%
Media/Communications	2,485	7.2%
Business/Free Market Economies	5,845	17.0%
Environmental Studies	1,386	4.0%
Health/Life Sciences	729	2.1%
Engineering	215	0.6%
Physical Sciences/Technology	926	2.7%
Transportation/Urban Studies	254	0.7%
English as a Foreign Language	919	2.7%
Education	3,104	9.0%
Government/Public Policy	7,363	21.4%
Other Social Sciences	5,436	15.8%
Unattributable	204	0.6%
Total:	34,378	100.0%

Office of Policy and Evaluation

USIA-sponsored International Educational Exchanges and Training: Sub-Saharan Africa

1,428 Africans visited the United States compared to 627 Americans who visited Sub-Saharan Africa under USIA-sponsorship.

South Africa is the leading country of origin for visitors and the leading destination for Americans.

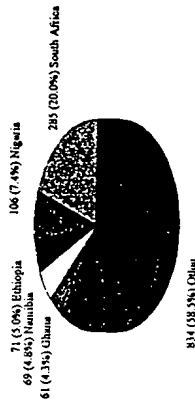
The most popular field of study is Government/Public Policy with 25.9% of participants.

Field of Study	1994 USIA Participants	Percent of Total
Arts/Humanities	306	14.9%
Media/Communications	253	12.3%
Business/Free Market Economies	195	9.5%
Environmental Studies	109	5.3%
Health/Life Sciences	112	5.5%
Engineering	11	0.5%
Physical Sciences/Technology	25	1.2%
Transportation/Urban Studies	15	0.7%
English as a Foreign Language	105	5.1%
Education	235	11.4%
Government/Public Policy	533	25.9%
Other Social Sciences	141	6.9%
Unattributable	15	0.7%
Total:	2,055	100.0%

Office of Policy and Evaluation

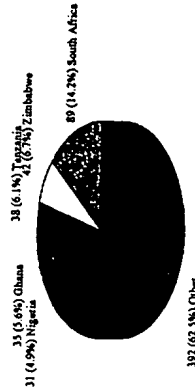
USIA Leading Countries by Participant Numbers

Foreign Visitors



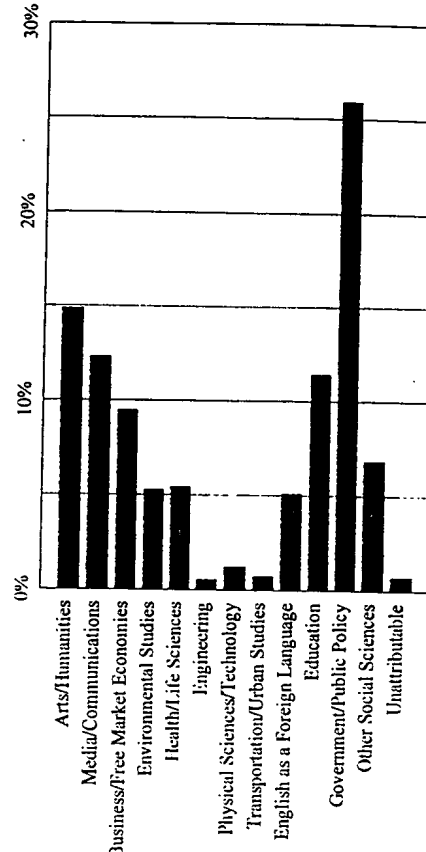
1,428 Total Participants

Americans



627 Total Participants

USIA Sub-Saharan Africa Fields of Study



USIA Sponsored International Educational Exchanges and Training: American Republics

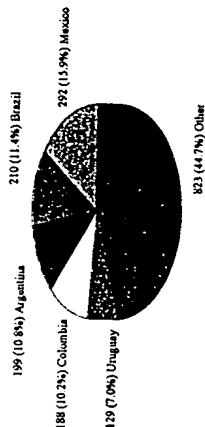
More foreign visitors (1,841) came to the United States from the American Republics region than Americans (1,498) who went there under USIA sponsorship.

Mexico sends the largest number of visitors (285) and also hosts the most Americans (285).

Arts/Humanities is the most popular field of study, accounting for 32.5% of participants.

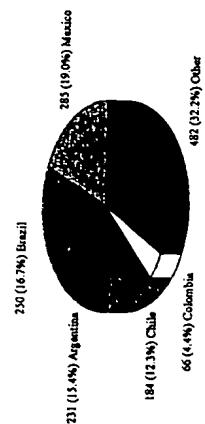
USIA Leading Countries by Participant Numbers

Foreign Visitors



1,841 Total Visitors

Americans

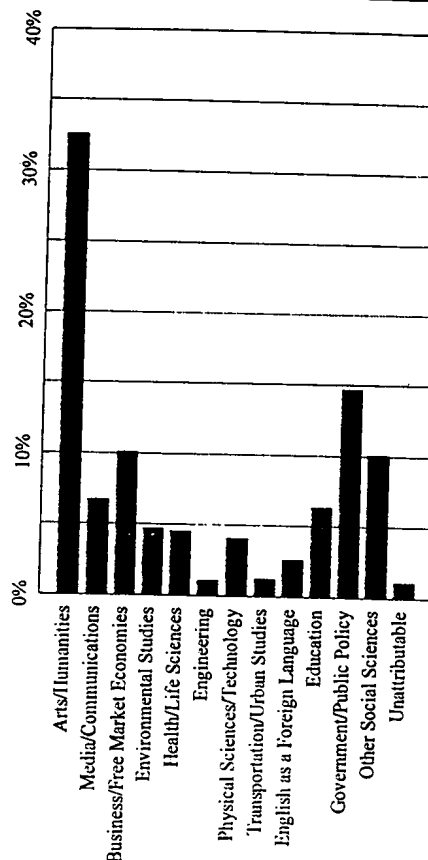


1,498 Total Americans

Field of Study	1994 USIA Participants	Percent of Total
Arts/Humanities	1,087	32.6%
Media/Communications	225	6.7%
Business/Free Market Economies	338	10.1%
Environmental Studies	158	4.7%
Health/Life Sciences	152	4.5%
Engineering	37	1.1%
Physical Sciences/Technology	137	4.1%
Transportation/Urban Studies	42	1.3%
English as a Foreign Language	88	2.6%
Education	212	6.3%
Government/Public Policy	491	14.7%
Other Social Sciences	337	10.1%
Unattributable	37	1.1%
Total:	3,339	100.0%

Office of Policy and Evaluation

USIA American Republics Fields of Study



USIA-sponsored International Educational Exchanges and Training: East Asia/Pacific

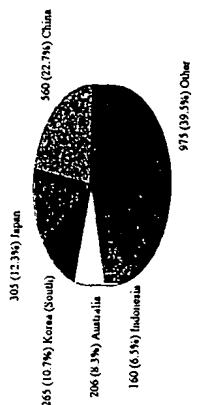
Three times as many foreign visitors (2,471) came from the East Asia/Pacific region than Americans (822) who went there under USIA sponsorship.

China was the leading East Asia/Pacific country both for foreign visitors coming to the United States (22.7%) and Americans going to the region (17.4%).

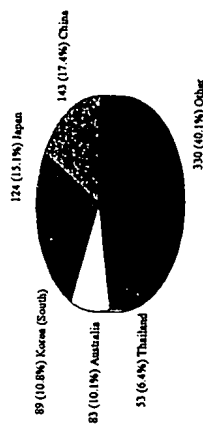
The most popular fields of study were Government/Public Policy (18.4%) and Education (17.9%).

USIA Leading Countries by Participant Numbers

Foreign Visitors

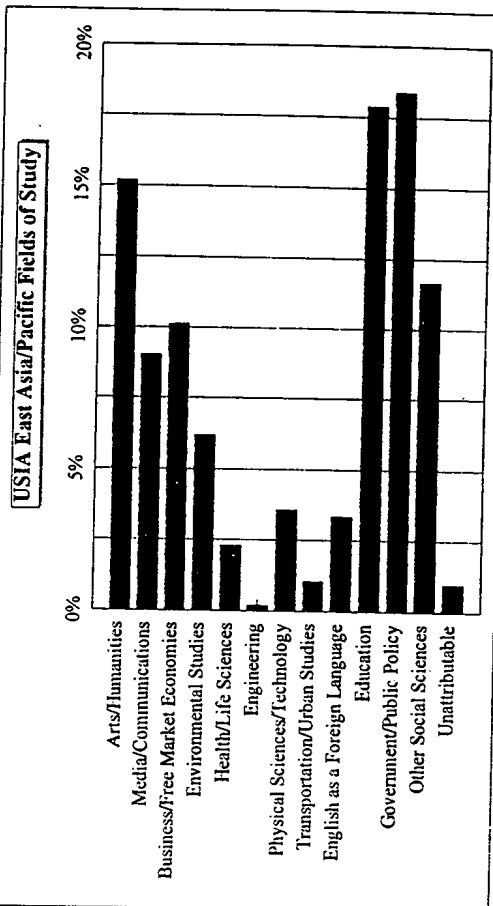


Americans



Field of Study	1994 USIA Participants	Percent of Total
Arts/Humanities	503	15.2%
Media/Communications	299	9.0%
Business/Free Market Economies	335	10.1%
Environmental Studies	206	6.2%
Health/Life Sciences	77	2.3%
Engineering	7	0.2%
Physical Sciences/Technology	119	3.6%
Transportation/Urban Studies	35	1.1%
English as a Foreign Language	111	3.3%
Education	592	17.9%
Government/Public Policy	608	18.4%
Other Social Sciences	386	11.7%
Unattributable	32	1.0%
Total:	3,308	100.0%

Office of Policy and Evaluation



USIA-sponsored International Educational Exchanges and Training: North Africa/Near East/ South Asia

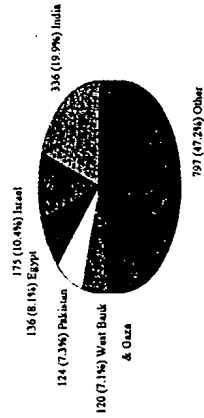
More foreign visitors came to the United States from North Africa, the Near East and South Asia (1,688) than Americans who went there (1,002).

India is the leading country both for foreign visitors from the NEA region (19.9%) and Americans traveling there (20.8%).

The single largest fields of study are the Social Sciences (22.2%) and Arts/Humanities (20.4%).

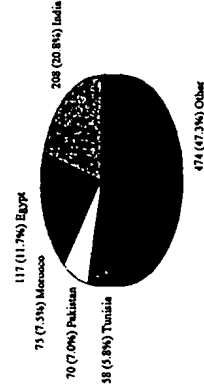
USIA Leading Countries by Participant Numbers

Foreign Visitors



1,688 Total Visitors

Americans

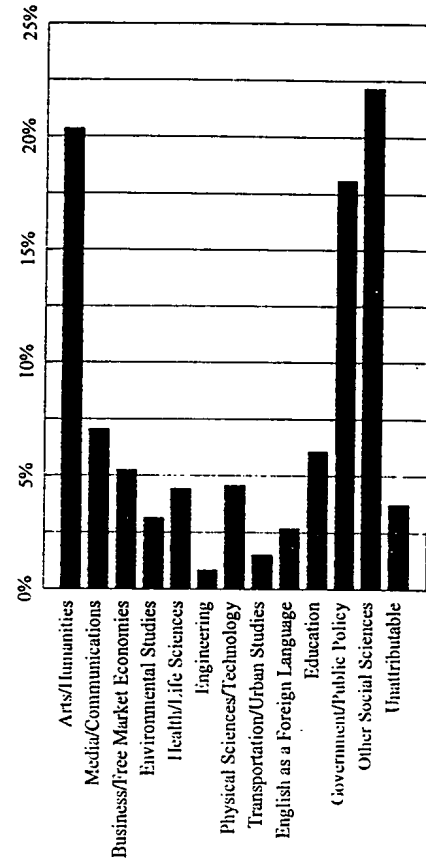


1,002 Total Americans

Field of Study	1994 USIA Participants	Percent of Total
Arts/Humanities	548	20.4%
Media/Communications	190	7.1%
Business/Free Market Economies	142	5.3%
Environmental Studies	85	3.2%
Health/Life Sciences	119	4.4%
Engineering	23	0.8%
Physical Sciences/Technology	123	4.6%
Transportation/Urban Studies	41	1.5%
English as a Foreign Language	72	2.7%
Education	164	6.1%
Government/Public Policy	487	18.1%
Other Social Sciences	596	22.2%
Unattributable	101	3.8%
Total:	2,690	100.0%

Office of Policy and Evaluation

USIA North Africa/Near East/South Asia Fields of Study



USIA-sponsored International Educational Exchanges and Training: Western Europe & Canada

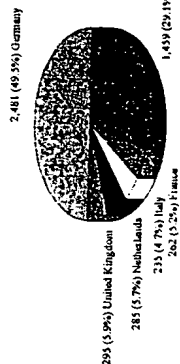
More foreign visitors came from Western Europe/Canada (5,017) than Americans who went there (2,246) under USIA sponsorship.

Germany is the leading country both for foreign visitors (2,481) from Western Europe/Canada and Americans going to the region (861).

The largest field of study is Government/Public Policy (35%).

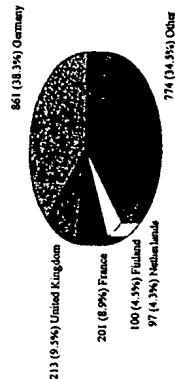
USIA Leading Countries by Participant Numbers

Foreign Visitors



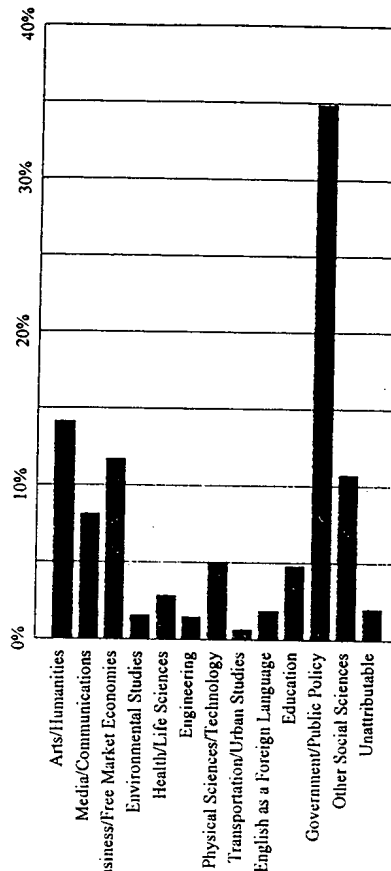
5,017 Total Visitors

Americans



2,246 Total Americans

USIA Western Europe & Canada Fields of Study



Field of Study	1994 USIA Participants	Percent of Total
Arts/Humanities	1,028	14.2%
Media/Communications	592	8.2%
Business/Free Market Economies	850	11.7%
Environmental Studies	114	1.6%
Health/Life Sciences	207	2.8%
Engineering	107	1.5%
Physical Sciences/Technology	368	5.1%
Transportation/Urban Studies	48	0.7%
English as a Foreign Language	137	1.9%
Education	350	4.8%
Government/Public Policy	2,535	34.9%
Other Social Sciences	782	10.8%
Unattributable	147	2.0%
Total:	7,263	100.0%

Office of Policy and Evaluation

USIA-sponsored International Educational Exchanges and Training: Eastern Europe/NIS

Over twice as many foreign visitors (10,837) came to the United States from Russia/NIS and Eastern Europe than Americans who went there (4,886) under USIA sponsorship.

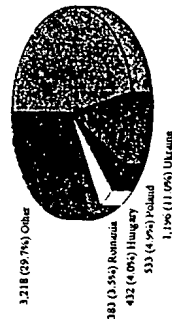
Russia is the leading country both for foreign visitors from this region (46.8%) and Americans going there (54.1%).

The most popular field of study is Business/Free Market Economies (26.2%).

The bulk of USIA exchanges in this region (43%) were in the Bradley Russia/NIS Youth Exchange program (6,810).

USIA Leading Countries by Participant Numbers

Foreign Visitors



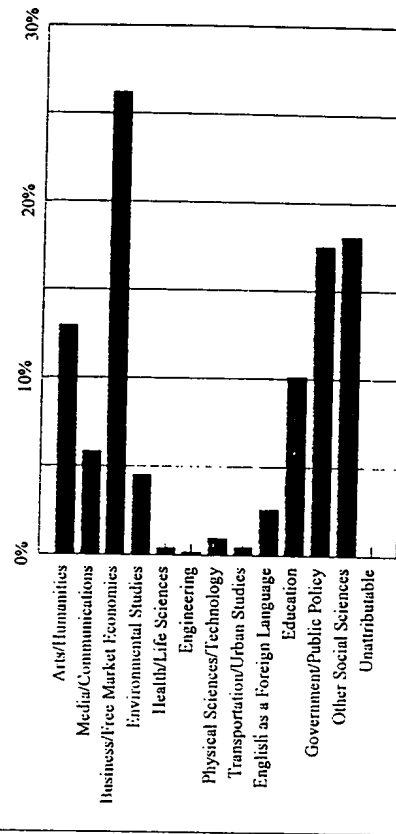
10,837 Total Visitors

Americans



4,886 Total Americans

USIA Eastern Europe/NIS Fields of Study

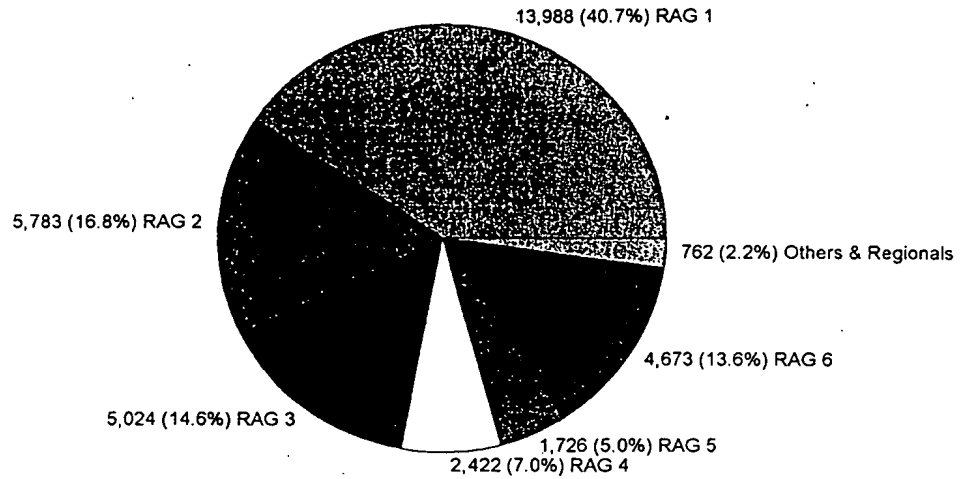


Field of Study	1994 USIA Participants	Percent of Total
Arts/Humanities	2,039	13.0%
Media/Communications	920	5.9%
Business/Free Market Economies	4,124	26.2%
Environmental Studies	714	4.5%
Health/Life Sciences	63	0.4%
Engineering	31	0.2%
Physical Sciences/Technology	154	1.0%
Transportation/Urban Studies	73	0.5%
English as a Foreign Language	412	2.6%
Education	1,597	10.2%
Government/Public Policy	2,755	17.5%
Other Social Sciences	2,842	18.1%
Unattributable	0	0.0%
Total:	15,723	100.0%

Office of Policy and Evaluation

Chart 1

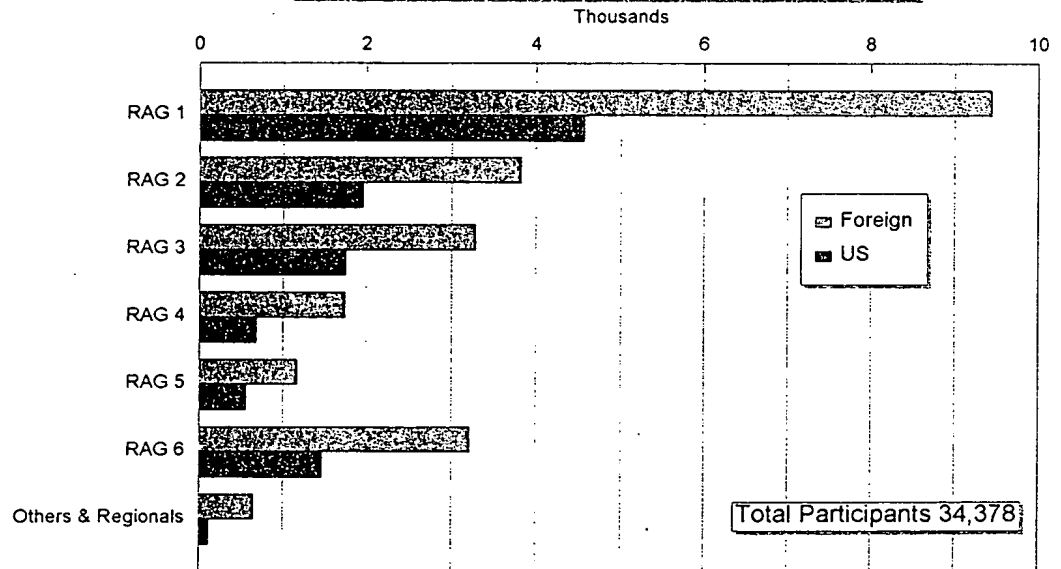
**USIA EXCHANGE PARTICIPANTS
BY RAG CATEGORY COUNTRIES - FY 1994**



TOTAL PARTICIPANTS 34,378

Chart 2

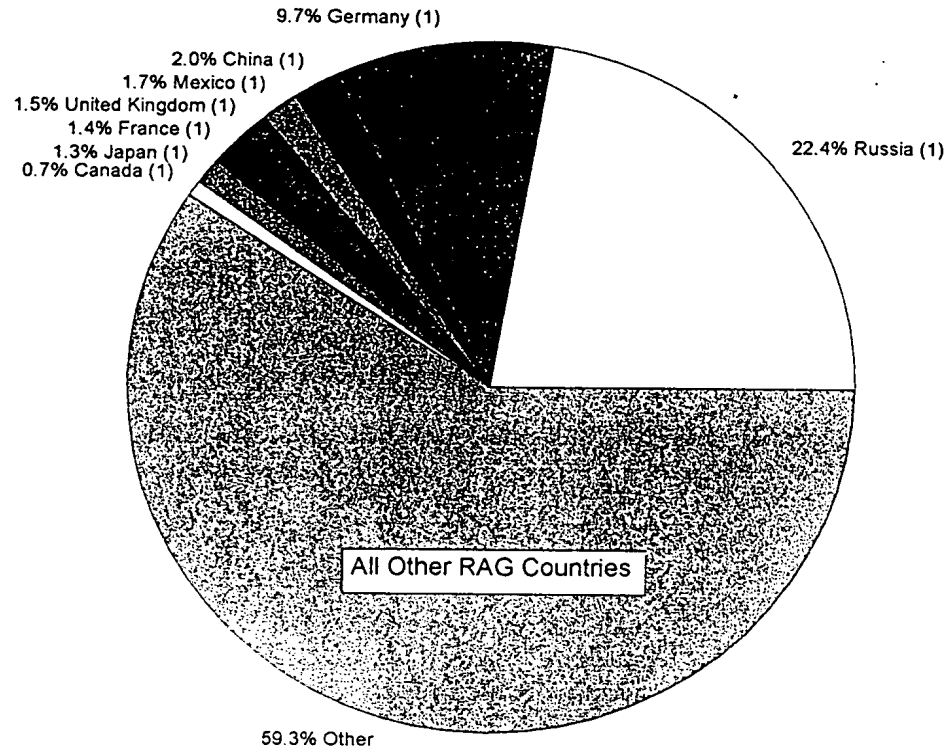
**USIA EXCHANGE PARTICIPANTS
BY RAG CATEGORY COUNTRIES - FY 1994**



Total Participants 34,378

Chart 3

**USIA EXCHANGE PARTICIPANTS
BY RAG CATEGORY 1 COUNTRIES - FY 1994**



(#) Denotes RAG No.

Total Participants 34,378

WORLDWIDE PARTICIPANT PROFILE OF USIA						
	Country/Locale	Foreign	U.S.	Total	Percent	RAG#
RAG 1:						
1	Russia	5,075	2,641	7,716	22.44%	1
2	Germany**	2,481	861	3,342	9.72%	1
3	China	560	143	703	2.04%	1
4	Mexico	292	285	577	1.68%	1
5	United Kingdom	295	213	508	1.48%	1
6	France	262	201	463	1.35%	1
7	Japan	305	124	429	1.25%	1
8	Canada	172	78	250	0.73%	1
	Subtotals, RAG 1	9,442	4,546	13,988	40.69%	
RAG 2:						
9	Ukraine	1,208	579	1,787	5.20%	2
10	Poland	533	270	803	2.34%	2
11	India	336	208	544	1.58%	2
12	Brazil	210	250	460	1.34%	2
13	South Africa	285	89	374	1.09%	2
14	Korea (South)	265	89	354	1.03%	2
15	Italy	235	83	318	0.93%	2
16	Spain	193	91	284	0.83%	2
17	Egypt	136	117	253	0.74%	2
18	Israel	175	73	248	0.72%	2
19	Indonesia	160	48	208	0.61%	2
20	Turkey	96	80	176	0.51%	2
	Subtotals, RAG 2	3,832	1,977	5,809	16.90%	
RAG 3:						
21	Hungary	432	161	593	1.72%	3
22	Romania	383	134	517	1.50%	3
23	Argentina	199	231	430	1.25%	3
24	Czech Republic	274	118	392	1.14%	3
25	Netherlands	285	97	382	1.11%	3
26	Australia	206	83	289	0.84%	3
27	Chile	73	184	257	0.75%	3
28	Colombia	188	66	254	0.74%	3
29	Pakistan	124	70	194	0.56%	3
30	Thailand	137	53	190	0.55%	3
31	Jordan	80	82	162	0.47%	3
32	Greece	69	75	144	0.42%	3
33	Nigeria	106	31	137	0.40%	3
34	Peru	75	43	118	0.34%	3
35	Taiwan	98	18	116	0.34%	3
36	Portugal	63	35	98	0.29%	3
37	Belgium	64	26	90	0.26%	3
38	Ecuador	56	34	90	0.26%	3
39	Venezuela	46	28	74	0.22%	3

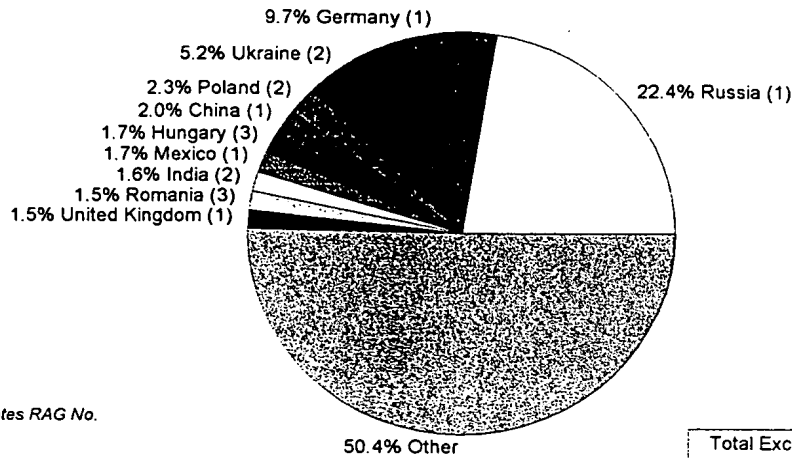
	Country/Locale	Foreign	U.S.	Total	Percent	RAG#
40	Saudi Arabia	42	19	61	0.18%	3
41	West Bank and Gaza	120	50	170	0.49%	3t
42	Hong Kong	58	65	123	0.36%	3t
43	Syria	42	49	91	0.26%	3t
44	Lebanon	38	0	38	0.11%	3t
45	Haiti	15	1	16	0.05%	3t
46	Cuba	0	2	2	0.01%	3t
	Subtotals, RAG 3	3,273	1,755	5,028	14.63%	
RAG 4:						
47	Kazakstan	297	114	411	1.20%	4
48	Bulgaria	281	108	389	1.13%	4
49	Finland	92	100	192	0.56%	4
50	Denmark	147	29	176	0.51%	4
51	Austria	106	67	173	0.50%	4
52	Philippines	142	30	172	0.50%	4
53	Sweden	116	55	171	0.50%	4
54	Norway	92	29	121	0.35%	4
55	Guatemala	94	20	114	0.33%	4
56	Malaysia	71	21	92	0.27%	4
57	El Salvador	59	25	84	0.24%	4
58	Kenya	58	25	83	0.24%	4
59	Vietnam	65	0	65	0.19%	4
60	Panama	47	16	63	0.18%	4
61	Nicaragua	40	19	59	0.17%	4
62	Singapore	34	23	57	0.17%	4
	Subtotals, RAG 4	1,741	681	2,422	7.05%	
RAG 5:						
63	Uzbekistan	194	27	221	0.64%	5
64	Morocco	104	75	179	0.52%	5
65	New Zealand	80	41	121	0.35%	5
66	Tunisia	47	58	105	0.31%	5
67	Zimbabwe	59	42	101	0.29%	5
68	Ghana	61	35	96	0.28%	5
69	Costa Rica	60	35	95	0.28%	5
70	Ethiopia	71	20	91	0.26%	5
71	Senegal	58	28	86	0.25%	5
72	Honduras	45	29	74	0.22%	5
73	Bolivia	33	34	67	0.19%	5
74	Ireland	35	17	52	0.15%	5
75	Kuwait	47	3	50	0.15%	5
76	Zambia	32	17	49	0.14%	5
77	Cote d'Ivoire	40	8	48	0.14%	5
78	Switzerland	26	22	48	0.14%	5
79	Dominican Republic	24	20	44	0.13%	5
80	Paraguay	25	19	44	0.13%	5
81	Cambodia	33	11	44	0.13%	5
82	Cameroon	35	7	42	0.12%	5
83	Jamaica	26	9	35	0.10%	5
84	Algeria	32	2	34	0.10%	5
	Subtotals, RAG 5	1,167	559	1,726	5.02%	

	Country/Locale	Foreign	U.S.	Total	Percent	RAG#
RAG 6:						
85	Georgia	202	61	263	0.77%	6
86	Belarus	183	41	224	0.65%	6
87	Kyrgyzstan	167	55	222	0.65%	6
88	Estonia	129	90	219	0.64%	6
89	Armenia	153	62	215	0.63%	6
90	Slovakia	131	71	202	0.59%	6
91	Turkmenistan	128	65	193	0.56%	6
92	Uruguay	129	58	187	0.54%	6
93	Albania	139	43	182	0.53%	6
94	Latvia	87	59	146	0.42%	6
95	Lithuania	84	47	131	0.38%	6
96	Nepal	73	48	121	0.35%	6
97	Moldova	91	21	112	0.33%	6
98	Cyprus	70	36	106	0.31%	6
99	Tajikistan	95	3	98	0.29%	6
100	Croatia	67	30	97	0.28%	6*
101	Tanzania	57	38	95	0.28%	6
102	Bangladesh	56	38	94	0.27%	6
103	Namibia	69	23	92	0.27%	6
104	Slovenia	59	27	86	0.25%	6
105	Sri Lanka	49	34	83	0.24%	6
106	Iceland	62	16	78	0.23%	6
107	Azerbaijan	59	11	70	0.20%	6
108	Macedonia, FYR	37	32	69	0.20%	6
109	Uganda	44	23	67	0.19%	6
110	Mali	31	24	55	0.16%	6
111	Malawi	35	18	53	0.15%	6
112	Barbados	28	24	52	0.15%	6
113	Benin	22	26	48	0.14%	6
114	Yemen	30	18	48	0.14%	6
115	Mozambique	25	20	45	0.13%	6
116	Fiji	26	14	40	0.12%	6
117	Malta	20	18	38	0.11%	6
118	Bahrain	17	19	36	0.10%	6
119	Laos	26	10	36	0.10%	6
120	Madagascar	25	11	36	0.10%	6
121	Lesotho	17	18	35	0.10%	6
122	Burma (Myanmar)	30	5	35	0.10%	6
123	Guyana	20	12	32	0.09%	6
124	Togo	27	5	32	0.09%	6
125	Papua New Guinea	20	10	30	0.09%	6
126	Belize	20	10	30	0.09%	6
127	Botswana	14	16	30	0.09%	6
128	Burkina Faso	21	8	29	0.08%	6
129	Sierra Leone	23	6	29	0.08%	6
130	Trinidad and Tobago	14	15	29	0.08%	6
131	Mongolia	20	9	29	0.08%	6
132	Swaziland	15	13	28	0.08%	6
133	Eritrea	16	11	27	0.08%	6

	Country/Locale	Foreign	U.S.	Total	Percent	RAG#
134	Mauritius	13	14	27	0.08%	6
135	Guinea	19	7	26	0.08%	6
136	Zaire	22	2	24	0.07%	6
137	Sudan	22	0	22	0.06%	6
138	United Arab Emirates	12	9	21	0.06%	6
139	Niger	17	4	21	0.06%	6
140	Rwanda	12	9	21	0.06%	6
141	Qatar	7	12	19	0.06%	6
142	Serbia and Montenegro	18	1	19	0.06%	6
143	Oman	8	10	18	0.05%	6
144	Burundi	9	7	16	0.05%	6
145	Gabon	15	1	16	0.05%	6
146	Congo	14	1	15	0.04%	6
147	Angola	11	2	13	0.04%	6
148	Chad	10	2	12	0.03%	6
149	Suriname	6	6	12	0.03%	6
150	Bahamas	10	2	12	0.03%	6
151	Liberia	10	2	12	0.03%	6
152	Brunei	5	3	8	0.02%	6
153	Luxembourg	2	3	5	0.01%	6
	Subtotals, RAG 6	3,204	1,469	4,673	13.59%	
Other:						
154	European Union	25	14	39	0.11%	NA
155	Bosnia-Herzegovina	20	0	20	0.06%	NA*
156	Micronesia	16	0	16	0.05%	NA
157	Tibet	15	0	15	0.04%	NA
158	Unattributable	10	2	12	0.03%	NA
159	Cook Islands	10	0	10	0.03%	NA
160	Vanuatu	9	0	9	0.03%	NA
161	Western Samoa	9	0	9	0.03%	NA
162	Central African Republic	6	3	9	0.03%	NA
163	Palau	8	0	8	0.02%	NA
164	Solomon Islands	7	1	8	0.02%	NA
165	Tuvalu	7	0	7	0.02%	NA
166	The Gambia	7	0	7	0.02%	NA
167	Tonga	7	0	7	0.02%	NA
168	St. Vincent and the Grenadines	0	6	6	0.02%	NA
169	Afghanistan	5	1	6	0.02%	NA
170	Bhutan	6	0	6	0.02%	NA
171	Cape Verde	4	1	5	0.01%	NA
172	Mauritania	4	0	4	0.01%	NA
173	Marshall Islands	4	0	4	0.01%	NA
174	Guinea-Bissau	3	1	4	0.01%	NA
175	Iraq	3	0	3	0.01%	NA
176	Iran	3	0	3	0.01%	NA
177	Seychelles	3	0	3	0.01%	NA
178	OSCE	3	0	3	0.01%	NA
179	Djibouti	1	2	3	0.01%	NA
180	European Office of the UN	2	0	2	0.01%	NA
181	Kiribati	2	0	2	0.01%	NA

	Country/Locale	Foreign	U.S.	Total	Percent	RAG#
182	OECD	2	0	2	0.01%	NA
183	Maldives	2	0	2	0.01%	NA
184	Nauru	1	1	2	0.01%	NA
185	Sao Tome and Principe	1	0	1	0.003%	NA
186	Caribbean (Regional)	1	0	1	0.003%	NA
187	Netherlands Antilles	1	0	1	0.003%	NA
188	Equatorial Guinea	1	0	1	0.003%	NA
	Subtotals, Others	208	32	240	0.70%	
1	NIS/East European Regional	321	30	351	1.02%	NA
2	NAfrica/NEast/SAsia Regional	68	7	75	0.22%	NA
3	East Asia & Pacific Regional	35	20	55	0.16%	NA
4	American Republics Regional	5	15	20	0.06%	NA
5	African Regional	8	8	16	0.05%	NA
6	Western European Regional	5	0	5	0.01%	NA
	Subtotals, Regionals	442	80	522	1.52%	
	TOTALS	23,297	11,081	34,378	100%	
	**Includes 1,200 Germans to US under German American Partnership Program not reported by E/P for inclusion in 1994 Exchanges Report.					
	*Bosnia and Croatia under consideration as RAG 3t designation.					

USIA EXCHANGE PARTICIPANTS BY COUNTRY TOTALS - FY 1994



	Country/Locale	Foreign	U.S.	Total	Percent	RAG#
1	Russia	5,075	2,641	7,716	22.44%	1
2	Germany**	2,481	861	3,342	9.72%	1
3	Ukraine	1,208	579	1,787	5.20%	2
4	Poland	533	270	803	2.34%	2
5	China	560	143	703	2.04%	1
6	Hungary	432	161	593	1.72%	3
7	Mexico	292	285	577	1.68%	1
8	India	336	208	544	1.58%	2
9	Romania	383	134	517	1.50%	3
10	United Kingdom	295	213	508	1.48%	1
11	France	262	201	463	1.35%	1
12	Brazil	210	250	460	1.34%	2
13	Argentina	199	231	430	1.25%	3
14	Japan	305	124	429	1.25%	1
15	Kazakstan	297	114	411	1.20%	4
16	Czech Republic	274	118	392	1.14%	3
17	Bulgaria	281	108	389	1.13%	4
18	Netherlands	285	97	382	1.11%	3
19	South Africa	285	89	374	1.09%	2
20	Korea (South)	265	89	354	1.03%	2
21	Italy	235	83	318	0.93%	2
22	Australia	206	83	289	0.84%	3
23	Spain	193	91	284	0.83%	2
24	Georgia	202	61	263	0.77%	6
25	Chile	73	184	257	0.75%	3
26	Colombia	188	66	254	0.74%	3
27	Egypt	136	117	253	0.74%	2

	Country/Locale	Foreign	U.S.	Total	Percent	RAG#
28	Canada	172	78	250	0.73%	1
29	Israel	175	73	248	0.72%	2
30	Belarus	183	41	224	0.65%	6
31	Kyrgyzstan	167	55	222	0.65%	6
32	Uzbekistan	194	27	221	0.64%	5
33	Estonia	129	90	219	0.64%	6
34	Armenia	153	62	215	0.63%	6
35	Indonesia	160	48	208	0.61%	2
36	Slovakia	131	71	202	0.59%	6
37	Pakistan	124	70	194	0.56%	3
38	Turkmenistan	128	65	193	0.56%	6
39	Finland	92	100	192	0.56%	4
40	Thailand	137	53	190	0.55%	3
41	Uruguay	129	58	187	0.54%	6
42	Albania	139	43	182	0.53%	6
43	Morocco	104	75	179	0.52%	5
44	Denmark	147	29	176	0.51%	4
45	Turkey	96	80	176	0.51%	2
46	Austria	106	67	173	0.50%	4
47	Philippines	142	30	172	0.50%	4
48	Sweden	116	55	171	0.50%	4
49	West Bank and Gaza	120	50	170	0.49%	3t
50	Jordan	80	82	162	0.47%	3
51	Latvia	87	59	146	0.42%	6
52	Greece	69	75	144	0.42%	3
53	Nigeria	106	31	137	0.40%	3
54	Lithuania	84	47	131	0.38%	6
55	Hong Kong	58	65	123	0.36%	3t
56	New Zealand	80	41	121	0.35%	5
57	Nepal	73	48	121	0.35%	6
58	Norway	92	29	121	0.35%	4
59	Peru	75	43	118	0.34%	3
60	Taiwan	98	18	116	0.34%	3
61	Guatemala	94	20	114	0.33%	4
62	Moldova	91	21	112	0.33%	6
63	Cyprus	70	36	106	0.31%	6
64	Tunisia	47	58	105	0.31%	5
65	Zimbabwe	59	42	101	0.29%	5
66	Portugal	63	35	98	0.29%	3
67	Tajikistan	95	3	98	0.29%	6
68	Croatia	67	30	97	0.28%	6*
69	Ghana	61	35	96	0.28%	5
70	Costa Rica	60	35	95	0.28%	5
71	Tanzania	57	38	95	0.28%	6
72	Bangladesh	56	38	94	0.27%	6
73	Namibia	69	23	92	0.27%	6
74	Malaysia	71	21	92	0.27%	4
75	Ethiopia	71	20	91	0.26%	5
76	Syria	42	49	91	0.26%	3t
77	Belgium	64	26	90	0.26%	3

	Country/Locale	Foreign	U.S.	Total	Percent	RAG#
78	Ecuador	56	34	90	0.26%	3
79	Senegal	58	28	86	0.25%	5
80	Slovenia	59	27	86	0.25%	6
81	El Salvador	59	25	84	0.24%	4
82	Sri Lanka	49	34	83	0.24%	6
83	Kenya	58	25	83	0.24%	4
84	Iceland	62	16	78	0.23%	6
85	Venezuela	46	28	74	0.22%	3
86	Honduras	45	29	74	0.22%	5
87	Azerbaijan	59	11	70	0.20%	6
88	Macedonia, FYR	37	32	69	0.20%	6
89	Bolivia	33	34	67	0.19%	5
90	Uganda	44	23	67	0.19%	6
91	Vietnam	65	0	65	0.19%	4
92	Panama	47	16	63	0.18%	4
93	Saudi Arabia	42	19	61	0.18%	3
94	Nicaragua	40	19	59	0.17%	4
95	Singapore	34	23	57	0.17%	4
96	Mali	31	24	55	0.16%	6
97	Ireland	35	17	52	0.15%	5
98	Malawi	35	18	53	0.15%	6
99	Barbados	28	24	52	0.15%	6
100	Kuwait	47	3	50	0.15%	5
101	Zambia	32	17	49	0.14%	5
102	Benin	22	26	48	0.14%	6
103	Cote d'Ivoire	40	8	48	0.14%	5
104	Switzerland	26	22	48	0.14%	5
105	Yemen	30	18	48	0.14%	6
106	Mozambique	25	20	45	0.13%	6
107	Cambodia	33	11	44	0.13%	5
108	Paraguay	25	19	44	0.13%	5
109	Dominican Republic	24	20	44	0.13%	5
110	Cameroon	35	7	42	0.12%	5
111	Fiji	26	14	40	0.12%	6
112	Malta	20	18	38	0.11%	6
113	Lebanon	38	0	38	0.11%	3t
114	Laos	26	10	36	0.10%	6
115	Madagascar	25	11	36	0.10%	6
116	Bahrain	17	19	36	0.10%	6
117	Lesotho	17	18	35	0.10%	6
118	Jamaica	26	9	35	0.10%	5
119	Burma (Myanmar)	30	5	35	0.10%	6
120	Algeria	32	2	34	0.10%	5
121	Togo	27	5	32	0.09%	6
122	Guyana	20	12	32	0.09%	6
123	Papua New Guinea	20	10	30	0.09%	6
124	Belize	20	10	30	0.09%	6
125	Botswana	14	16	30	0.09%	6
126	Mongolia	20	9	29	0.08%	6
127	Trinidad and Tobago	14	15	29	0.08%	6

	Country/Locale	Foreign	U.S.	Total	Percent	RAG#
128	Burkino Faso	21	8	29	0.08%	6
129	Sierra Leone	23	6	29	0.08%	6
30	Swaziland	15	13	28	0.08%	6
131	Eritrea	16	11	27	0.08%	6
132	Mauritius	13	14	27	0.08%	6
133	Guinea	19	7	26	0.08%	6
134	Zaire	22	2	24	0.07%	6
135	Sudan	22	0	22	0.06%	6
136	Rwanda	12	9	21	0.06%	6
137	United Arab Emirates	12	9	21	0.06%	6
138	European Union	25	14	39	0.11%	NA
139	Niger	17	4	21	0.06%	6
140	Bosnia-Herzegovina	20	0	20	0.06%	NA*
141	Serbia and Montenegro	18	1	19	0.06%	6
142	Qatar	7	12	19	0.06%	6
143	Oman	8	10	18	0.05%	6
144	Micronesia	16	0	16	0.05%	NA
145	Gabon	15	1	16	0.05%	6
146	Haiti	15	1	16	0.05%	3t
147	Burundi	9	7	16	0.05%	6
148	Tibet	15	0	15	0.04%	NA
149	Congo	14	1	15	0.04%	6
150	Angola	11	2	13	0.04%	6
151	Chad	10	2	12	0.03%	6
52	Suriname	6	6	12	0.03%	6
53	Liberia	10	2	12	0.03%	6
154	Bahamas	10	2	12	0.03%	6
155	Cook Islands	10	0	10	0.03%	NA
156	Vanuatu	9	0	9	0.03%	NA
157	Western Samoa	9	0	9	0.03%	NA
158	Central African Republic	6	3	9	0.03%	NA
159	Solomon Islands	7	1	8	0.02%	NA
160	Palau	8	0	8	0.02%	NA
161	Brunei	5	3	8	0.02%	6
162	Tonga	7	0	7	0.02%	NA
163	Tuvalu	7	0	7	0.02%	NA
164	The Gambia	7	0	7	0.02%	NA
165	Bhutan	6	0	6	0.02%	NA
166	Afghanistan	5	1	6	0.02%	NA
167	St. Vincent and the Grenadies	0	6	6	0.02%	NA
168	Cape Verde	4	1	5	0.01%	NA
169	Luxembourg	2	3	5	0.01%	6
170	Mauritania	4	0	4	0.01%	NA
171	Marshall Islands	4	0	4	0.01%	NA
172	Guinea-Bissau	3	1	4	0.01%	NA
173	Seychelles	3	0	3	0.01%	NA
74	OSCE	3	0	3	0.01%	NA
75	Iraq	3	0	3	0.01%	NA
176	Iran	3	0	3	0.01%	NA
177	Djibouti	1	2	3	0.01%	NA

	Country/Locale	Foreign	U.S.	Total	Percent	RAG#
178	OECD	2	0	2	0.01%	NA
179	Nauru	1	1	2	0.01%	NA
80	Cuba	0	2	2	0.01%	3t
181	Maldives	2	0	2	0.01%	NA
182	European Office of the UN	2	0	2	0.01%	NA
183	Kiribati	2	0	2	0.01%	NA
184	Equatorial Guinea	1	0	1	0.00%	NA
185	Caribbean (Regional)	1	0	1	0.00%	NA
186	Netherlands Antilles	1	0	1	0.00%	NA
187	Sao Tome and Principe	1	0	1	0.00%	NA
1	NIS/East European Regional	321	30	351	1.02%	NA
2	NAfrica/NEast/SAsia Regional	68	7	75	0.22%	NA
3	East Asia & Pacific Regional	35	20	55	0.16%	NA
4	American Republics Regional	5	15	20	0.06%	NA
5	African Regional	8	8	16	0.05%	NA
6	Western European Regional	5	0	5	0.01%	NA
	TOTALS	23,297	11,081	34,378	100%	
	** Includes 1,200 Germans to US under German American Partnership Program not reported by E/P for inclusion in 1994 Exchanges Report.					
	* Bosnia & Croatia under consideration as RAG 3t designation.					

